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ABSTRACT

Advice on prospect research to help colleges raise more money from major donors is provided in 14 chapters, and 15 sample forms for processing research are appended. The advice covers how to discover prospects' interests and assets, and the potential match of a donor to the college's needs. Chapters address: collecting, organizing, and evaluating research on corporations, foundations, and individuals; writing a research manual; creating a productive research environment; and conducting telephone research. Chapter titles and authors are: "An Introduction to Prospect Research" (Alfred Blum, Jr.); "A Prospectus for Prospect Research" (Emily Pfizenmaier Henderson); "Creating a Productive Research System" (Bobbie J. Strand); "Portrait of a Prospect" (B. Strand); "Finding the Fabulous Few: Why Your Program Needs Sophisticated Research" (E. Henderson); "Evaluating and Analyzing Research" (B. Strand); "Prospect Research on Corporations and Foundations" (Mary Kay Murphy); "Critical Clues in Foundation and Corporate Research" (B. Strand); "Writing a Prospect Research Staff Manual" (Betty Taylor Bright, Bruce William Flessner); "Telephone Research: Strategic Tool in Fund Raising" (M. Murphy); "Managing the Research Process" (B. Strand); "Prospect Management and Tracking" (B. Strand); "The Future Role of the Prospect Researcher" (Marc W. Jaffe); and "Working Tools" (B. Strand). Information on books that should be included in a research library is included, along with an annotated bibliography. (SW)

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Prospect Research: A How-to Guide

Bobbie J. Strand and Susan Hunt, Editors

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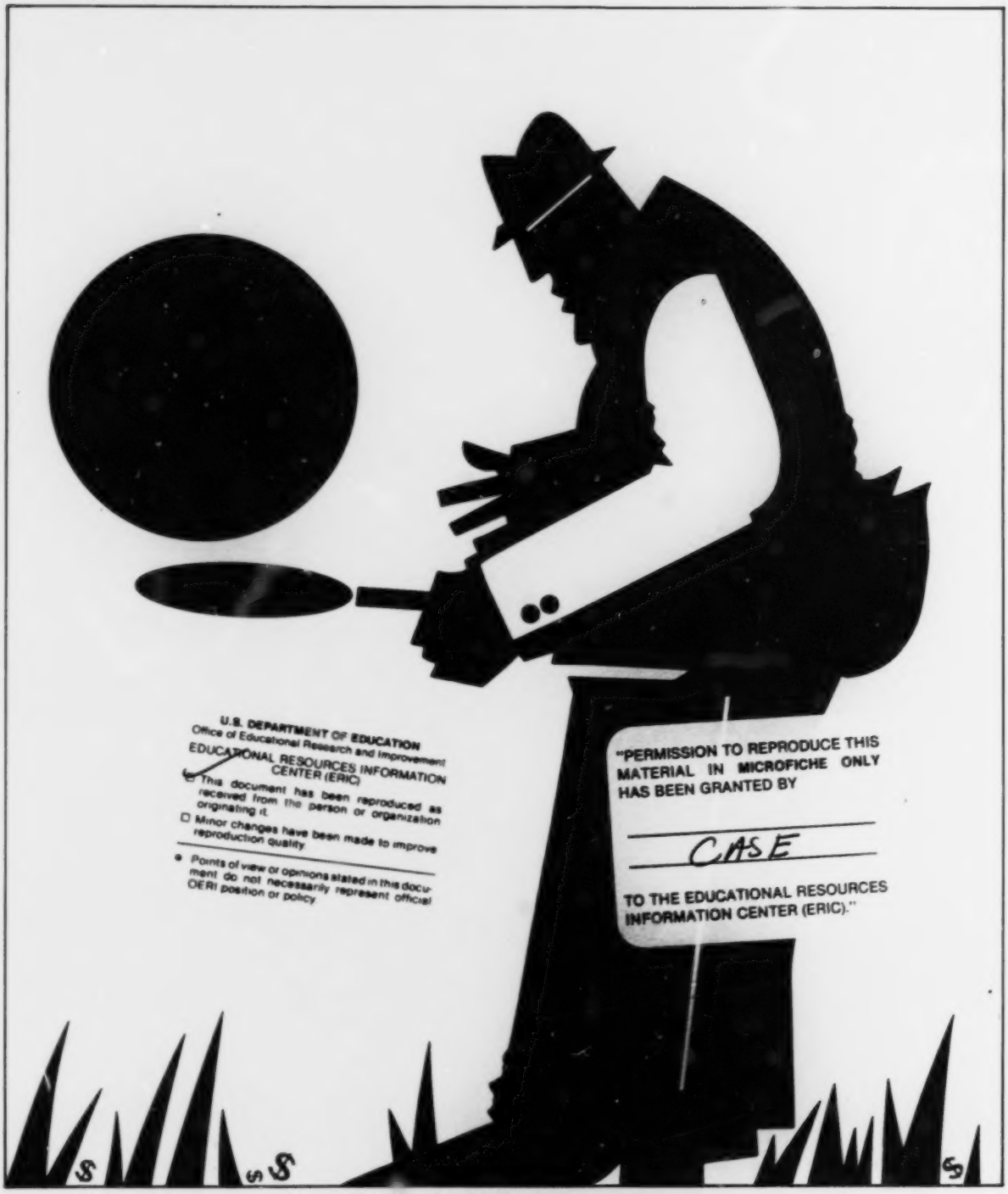

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Council for Advancement and Support of Education

Prospect Research: A How-to Guide

Bobbie J. Strand and Susan Hunt, Editors

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Preface

PROSPECT RESEARCH IS SPELLED R E S P E C T

Bobbie J. Strand
Senior Associate
Bentz, Whaley, Flessner & Associates, Inc.
Former Director of Prospect Research and Records
Kalamazoo College

Prospect research is many things. It's easy to think of it as a shadowy beast lurking on the fringes of the development operation, which everyone acknowledges because of its sheer enormity and no one quite knows how to cage. But it is other things as well.

* It is demand for facts, frustrating in its unrelenting urgency.

* It is myriad sources of often conflicting and undocumented pieces of information crying for authenticity.

* It is an exercise in tedious searching and organizing.

* It is an analysis and evaluation of funding sources in an increasingly competitive market.

* But most of all, it is the careful study of personal qualities and resources that helps us bring together in a mutually satisfying relationship the needs of our institutions and the individuals who can meet those needs.

But all too often, with a frequency more or less proportional to the amount of pressure we feel to get a job done, we succumb to the dangerous philosophy that "any road is a high road if it leads to a desired destination."

No area in the fund-raising process is more likely to fall prey to this notion than the exercise of prospect research. Creative methods of research are imperative in determining liquid worth. It is equally important, however, that every prospect have a Bill of Rights that is central to every program of prospect research.

* Respect is at the heart of it all. Information that could damage a prospect's reputation or cause embarrassment to him or her should not be recorded or shared indiscreetly with any staff member. Delicate information should never be shared with volunteers. The "boomerang" effect can cost the institution the support of the volunteer if he or she fears unsavory information about himself or herself may be passed on to others.

* Efficiency dictates that volunteers not be overwhelmed with information they don't need. General statements about a prospect's interests and the amount for which the institution should ask should be adequate guides for volunteers.

* Security for any personal information should be assured. As volunteers and staff work with a system designed to protect all kinds of private documents, volunteers' willingness to share information about prospects will be greatly increased.

* Patience is necessary in getting to know a person on paper. The accumulation of facts may be a tedious process but the resulting prospect profile will enable the solicitor to create an environment in which the donor will feel comfortable.

* Empathy for the institution and its prospects will be profitable for everyone. Trickery and subterfuge can never be effective substitutes for honest interest in mutual benefit. If the prospect researcher does not make an effort to "feel with" prospects and solicitors, it will be obvious in the research produced. Projects and goals must never become more important than people.

* Care for the people who are prospective donors creates a new dimension in the cultivation process. It is an attitude that the researcher can encourage from the earliest moments, when information is passed on to those who will be having direct contact with the individual. It will be reflected in the well-matched interests and compatibility of solicitor and donor.

* Tact is invaluable for the researcher. The most meaningful dimension of prospect research is personal contact in interviews and group reviews. An abrasive approach will not yield meaningful results. Always keep in mind that the person you are questioning about a prospect may be imagining the same questions being asked about his or her financial worth.

Respect for the institution and its needs and respect for possible donors will enable the researcher to produce information and suggest strategy to meet those needs with integrity and pride.

Section 1
Setting the Stage

Chapter 1

AN INTRODUCTION TO PROSPECT RESEARCH

Alfred Blum, Jr.
Assistant Vice President for Development
Northwestern University

Development is a process. When done properly, it is the deliberate and thoughtful meshing of closely interrelated activities. It is not haphazard or quixotic. Wishful thinking has little place in a well-organized development program. The energies of a great many people, both staff and volunteers, must be guided in meaningful ways to secure gifts successfully over and over again.

It is axiomatic in fund raising that the best solicitation occurs when the right prospect is asked for the right gift by the right solicitor at the right time in the right way. One of the most important elements in the fund-raising process is determining all of these "rights." For that to occur, research is essential.

Who is a right prospect and what makes him or her so? What gift opportunity will appeal most to the prospect? Who should cultivate and solicit the prospect? What specific elements should be incorporated into the solicitation?

Research is the process of identifying and evaluating prospects; that is its fundamental responsibility. The significant gift is rarely serendipitous. Seldom can a fund raiser guess that someone may want to make a gift and successfully solicit for the maximum result. Research is essential. Legitimate prospects must be searched for and evaluated so that an informed judgment can be made on what further action should be taken. This process is hard work, but it must be done. Institutions that avoid some or all of the process do so at the expense of maximum success.

The research function encompasses several types of activities. The most basic is the search for information: determining which individuals, corporations, foundations, and organizations might be prospects for supporting an institution. Researchers gather data from many sources, with every effort made to assure its completeness, accuracy, and currency. Public sources can provide some of the data, but researchers must spend the time and energy to seek out other sources for some types of information. Often the process seems endless, but it must be pursued with persistence and vigor.

To determine whether an individual might be a prospect,* for instance, the researcher examines his or her background, business ties, activities, interests, special relationships with organizations and institutions, philanthropic inclination, and a myriad of other aspects. The researcher particularly tries to determine whether the potential prospect has the resources to make a gift and the propensity to do so.

*For a definition of this and other terms, see the glossary on page 106.

The researcher studying a corporation should gather information on how gifts are made, who makes gift decisions, what criteria are used in reviewing requests for support, and so on. For foundations, research should gather information on the size of the prospect, its operating guidelines, its stated areas of interest, its restrictions, the people who make the decisions and their backgrounds, plus many other items.

Research must provide this information so that the next step in the development process can take place: evaluating that information and assessing its value in the development context. Does the information suggest that the prospect is appropriate for the institution? Do the prospect's interests match the institution's needs? Do the prospect's values mesh with the institution's mission? Is gift capability real or perceived? While the research department should provide an initial answer to such questions, many other staff members and volunteers must participate to assure that this evaluation is done properly.

For the evaluation process to work, the researchers should have a complete understanding of several important considerations. They must know what the institution's needs, aspirations, and opportunities are. They must be able to assess interests, be sensitive to relationships, and perceive the difference between what is assumed about a prospect and what is real information. They must be able to judge the utility of the information and its applicability in the development context.

Information must be managed so that it is useful and accessible. Prospect lists, files, and records that are comprehensive but not trivial, detailed but not full of duplication, are essential. The research department must establish procedures and standards to assure accuracy, clarity, accessibility, usability, and, when necessary, confidentiality. Formats will vary from campus to campus depending on each institution's history, practice, preference, and the extent of computerization of the research and records functions. The underlying elements should vary little, however, for the need is the same no matter what the size of the institution and its advancement program.

Most frequently, research is reactive. That is, it is responsive to specific needs and expectations of the overall development process. Activities will be undertaken in response to requests from other areas of the development office, from the president, from trustees, or from volunteers. Some activities are ongoing, such as the continued upgrading and refining of prospect lists. Others, such as providing background information on prospects in preparation for the president's next trip, are short term. If an institution plans to begin a new program that requires outside funding, the research department may be asked to suggest prospects to be solicited. Each of these activities is appropriate, for each provides information on which judgments are made, actions planned, and other steps in the development process undertaken. An effective research department must have the resources and capability to respond quickly and thoroughly to virtually every request it receives.

Research departments should also have a proactive role. The department should be able to suggest new prospects and new opportunities for development activity. If it is keeping up with current information about foundations, for instance, the research office should be sensitive to shifts in interests and policies of foundations. Such shifts often provide clues to new funding opportunities. The research department might also get some ideas from gifts

made to other institutions: the donor or the area supported may indicate the possibility of support for the department's own institution. Even the newspaper can provide clues to activities and interests of individuals that may coincide with those of the institution. Research departments that aggressively pursue this proactive role do their institutions a great service, enhancing the value of the overall advancement function.

Research activities are appropriate to an institution whether or not it is engaged in a capital campaign. Indeed, the institution should always be identifying, involving, cultivating, and soliciting individuals for specific gifts. It should always be seeking corporate and foundation gifts for the kinds of programs those constituencies most often support. The process that leads to the most effective solicitation is the same, whether the gift is for annual or capital needs. It must begin with accurate information, properly evaluated; that guides all the succeeding stages of the process.

In his book, Fund Raising: The Guide to Raising Money from Private Sources, Thomas Broce makes the important point that the research function is guided to a great extent by the institution's needs, both in types of support sought and in amount. In determining the staff and resources available to a research office, an institution must know itself and its aspirations. As with all other aspects of development, need and potential should be major factors in determining the personnel and budgetary resources provided this institutional advancement function.

Research is ongoing; an institution will always need more funds, new prospects, and new responses from previous donors. The philanthropic community is ever changing, and institutions must be aware of these changes and prepared to respond to them. The research area, as much as any other in the development function, should be alert to its internal and external environments and so be able to provide real leadership in the directions taken by the development office. In significant ways, that is the best role research can play.

Chapter 2

A PROSPECTUS FOR PROSPECT RESEARCH

Emily Pfizenmaier Henderson
Consultant, Prospect Research and Information Management
Berkeley, California

Explaining how to do prospect research is a little like trying to pin the tail on the donkey when nobody is quite sure what a donkey is. Confusion has resulted because "prospect research" is today's new catch phrase. Nobody has really defined its meaning and no standardized usage seems to prevail. Many different functions may be called prospect research. The problem is that each of these functions requires certain tasks and each of those tasks demands its own special skills. Failure to recognize the various functions that can be labeled prospect research can lead to a conflict of expectations and an operation that is not all it could be. What then can we do to end this confusion? Can we reexamine this new phrase and come up with a common definition?

First, the way we talk about fund raising itself might be part of the problem. Generally we talk about fund raising as if it were a thing we do, rather than a process in which we are involved. Big gifts are the name of the game in modern fund raising, and big gifts are tough to get. Nobody stands on the sidewalk shaking a tin cup to beg these gifts from whoever passes by. Potential donors of big gifts are hand-selected for their financial potential, cultivated and involved, and, finally (after being expertly guided through a series of loving moves), solicited. Fund raising, then, is not a thing, it's a process. And, for each special prospect (whether donor prospect or volunteer), there are three stages: First, the prospect must be correctly identified; then he or she must be properly piloted through a series of cultivation moves; and, finally, he or she must be solicited by the right person at the right time.

When all prospects (donor or volunteer) are properly identified, we have a rated and classified prospect list. When all prospects are properly cultivated, a customized strategy exists for each individual prospect and special programs are in place for groups. And finally when all prospects are properly solicited or involved in the right roles as volunteers, we have a successful fund-raising program.

This is fairly good theory. But how does prospect research fit in? What role should it play in this process?

A model for prospect research

It has always been my opinion, and I think most people who do prospect research would agree, that the function of prospect research is to identify prospects. Prospect research does not cultivate prospects or make solicitation calls. But what does this really mean? What goes into identifying a prospect? It is not as simple as it seems. Prospect identification itself is a process with distinct stages that can be classified. Each of these stages entails its own system of input, processing, and output. Each requires its own special skills. Here then is the reason why prospect research means one thing at one place, and

another at someplace else. And here is the reason why some people think prospect research is the field's new miracle drug and others have real doubts. As there were no terms already defined to describe my experience of the process, I had to define my own. The stages I defined for prospect identification are in Figure 1. Here is my glossary:

1. Suspect identification: Develop and evaluate internal and external sources. Develop files and bring into a maintenance mode. Catalog and cross-reference suspects.
2. Prospect screening: Develop screening committees to evaluate and "triage" prospects and potential volunteers. ("Triage" originally meant a system for assigning priorities of medical treatment to battlefield casualties on the basis of urgency, chance of survival, and so on. In the prospect research context, triage refers to the process by which we separate major from minor prospects.)
3. Information development: Develop extensive financial information on assets, interests, and relationships.
4. Prospect classification: Use staff officers and ratings committees to evaluate information to determine amount or volunteer.

I do not include "prospect tracking" under the umbrella of prospect research. This includes maintaining and updating information about prospects as they are piloted through a series of cultivation moves. But this stage is a response to the cultivation program rather than the identification program. Naturally, call reports, minutes of essential meetings and screening sessions, and so on should pass through research, but the clerical duties of maintaining cultivation reports need not remain there. Monitoring each individual's progress through the cultivation system, and monitoring all such prospects as a group will work best if handled by program management. (The boss's secretary has the clout to collect in minutes what the researcher can only beg and plead for.) But sometimes, because it is more convenient (especially in large programs where research managers are employed) and because research must see such information to update its files, the function of campaign monitoring is also included in prospect research.

With this model of research, I think most of us can see where we fit in. Although the model is far from perfect, I think it accomplishes three things:

* First, it identifies specifically what needs to take place for each major prospect in planning for his or her solicitation and/or involvement as a volunteer.

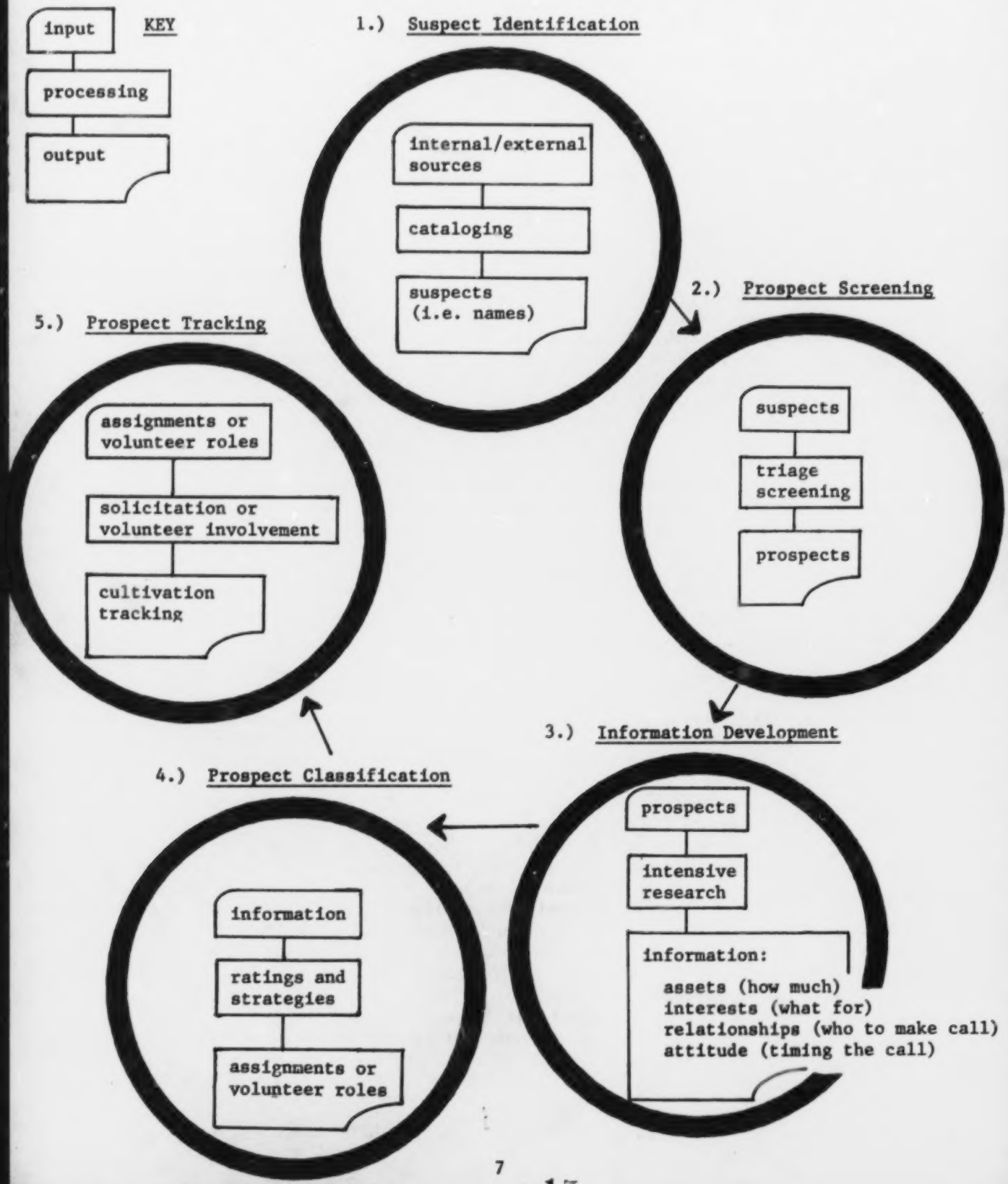
* Second, the model provides a convenient gauge that can be used by campaign development management to judge the general health of its prospect or volunteer base.

* And third, by describing the elements involved in the process of prospect identification, the model can serve as a tool to help development planners better communicate with researchers and describe their duties and the skills they will need.

Some situations in which such a model might have helped are described here:

Figure 1

PROSPECT IDENTIFICATION SYSTEM FOR DONOR PROSPECTS OR VOLUNTEERS



A consultant suggests to an institution that what it really needs is prospect research. He knows that the institution has not even developed a suspect base. Work must be done here. But the development director understands the consultant to mean "information development," and he sets out to find a skilled technician. After an arduous search, he fills the position with a person with the skills to handle the in-depth financial and biographical research "intensive research" requires. But without the "name" generated by the suspect identification process, and without effective screening to eliminate deadwood, his new employee will be without direction to use his or her highly specialized skills.

A new vice president for advancement is hired away from her old job, where prospect research meant a few clerical duties associated with some clipping files. She arrives at her new institution to discover two individuals wearing the prospect research hat. She immediately cleans house to avoid this unneeded expense. Unfortunately, at her new shop, prospect research is responsible for all four functions in our model and that of tracking too. Her housecleaning cripples her prospect identification system and, consequently, her whole fund-raising program as well.

Finally, a new researcher is hired but has no idea where to begin. He is unclear about his duties or exactly where in the solicitation process he fits in. He has no categories with which to judge the condition of the prospect/volunteer base, nor a method to separate those who have from those who have not. Without a step-by-step analysis of what should take place for each special prospect and overall donor/volunteer prospect base as well, he's likely to float without direction and have little to contribute.

From evaluation of Figure 1 and review of the duties included at each phase of the identification of a single prospect or the development of an entire prospect base, we can see that the prospect researcher needs a wide range of skills.

Suspect identification: Finding the names

Suspect identification requires organizational skills to set up and control a data base whether it be manual or mechanical. Files must be structured. Usually they work best if organized along alphabetic, geographic, and interest lines. Materials must be cross-referenced and sources must be found to bring names into the system. Sources might include published materials such as alumni listed in Who's Who in Finance and Industry, the American Dental Association Directory, or Standard & Poor's Register of Corporations, Directors and Executives. They should certainly include past donor lists and lists of donors to other organizations. Another source might be the results of a carefully constructed survey devised to identify potential prospects or the call reports and minutes that are cycled back through screening sessions and cultivation events. All this material must be culled for name potential and then categorized.

Although suspect identification may need some research skills, clerical work and strong organizational skills are necessary to manage the "pile."

Screening: Separating the haves from the have-nots

Screening, however, requires interpersonal skills. Screening sessions usually consist of four to six volunteers sitting down together to make an initial evaluation of names. At this stage two traits are most important in the prospect: capacity and willingness to give. It follows then that these committees should include people who best understand these traits -- bankers, tax attorneys, CPAs, and those who have served as leaders of other fund-raising causes and who can recall what a donor or volunteer prospect may have done in the past. Committees can be ad hoc or constituted over a defined period of time. And, depending upon how well members work together, committees can be either smooth ships for sailing or difficult vessels to tow. Although the purpose of screening is to separate the big fish from the small fry, screening is also a cultivation tool in that it brings volunteers together.

People will often tell you individually what they will not tell you in a group, so some screening sessions may require private interviews. Researchers who are active in screening must be prepared to work comfortably with people either on a one-to-one basis or in small groups. In some development operations, the function of screening is shared with other development personnel. In general, researchers, if they work comfortably with others, can handle this function best. Knowing the sources for specialized information, they will ask better questions that will shorten the subsequent information development task.

Screening sessions, however, are only blunt instruments that separate obviously major prospects from minor ones. It is intensive research that functions as the scapel, providing the thorough information on which the finer divisions and ratings can be made.

Information development: Getting the hard data that comprises the profile

Information development is the stage of prospect research that most of us will recognize. This stage develops information about assets, interests, and relationships. It is a complicated subject which I won't go into here (but see Chapter 4). Suffice it to say that information development is a tricky business requiring highly sophisticated library research and investigative reporting skills.

Prospect classification: Finalizing ratings and strategies

The final function in which research may be involved is prospect classification. Here decisions about cultivation strategies, projects, amounts, and solicitors are made. Often these decisions are made with input from researchers, other line officers, and/or ratings committees. Unlike screening sessions where the decision to follow up on a suspect is based on somebody's best guess, decisions to rate and classify prospects at this stage are based on solid research. Line officers with thorough knowledge of each of the cause's funding needs, line officers who work with volunteers, and those who, like the planned gifts officer, have a special knowledge of funding vehicles will add their input. No matter how well prepared the profile, questions will always come up in these strategy planning sessions. Because the researcher who prepared the data should know the prospect best of all, he or she should be there to add additional insights. Obviously this function requires a team player who is comfortable working with others in a shared decision.

Whether a fund-raising program is in an annual support mode or gearing up for a campaign, it must continue to identify prospects and to add to its prospect pool. Prospect research then, tied to the function of prospect identification as it is, should play an important part either in or out of campaign. But since the push to acquire prospect research often accompanies the shove toward campaign, I wondered if it might have something special to offer there. From my experience of three campaigns I drafted Figure 2. Precampaign tasks 4 and 5 seemed to be areas in which research would directly fit.

Researchers, then, could be directly helpful not only in identifying donor candidates but also in identifying potential volunteers. They, too, will be screened and involved for their special roles. A campaign simply cannot succeed without a volunteer organization properly developed and directly proportionate to its prospect base. Both tasks, volunteer and donor prospect expansion, should proceed along the same time-line. If you will look at Figure 1 again, you will see that volunteers are identified in just about the same manner as the prospects whom they will ultimately ask for gifts. Here then is a function that, in campaign planning, may be especially emphasized for research.

How the research function is handled will depend upon an institution's resources, its current status, and the techniques available to it. In institutions with only one development officer, he or she will have to handle all functions that may be properly delegated to research. In small- and medium-sized institutions, some functions will be handled by the development officer; others will be the responsibility of other staff. And finally, in large institutions, roles will become highly specialized. Many individuals may be assigned to information development with only a manager integrating their activities with the other stages of research.

Suspect identifiers who find themselves clipping newspapers or counting names in Standard & Poor's are bound to be viewed as clerical assistants with very minor roles. Researchers who are given the names of identified prospects and asked to develop in-depth information will be viewed as highly skilled technicians and of high value to the cause. But researchers who develop and use internal and external sources to find the right names, devise efficient cataloging techniques, and use screening to triage their major prospects will be able to develop information on which the marketing efforts of other development professionals can depend. When this happens, prospect researchers come into their own as crucial to the solicitation system.

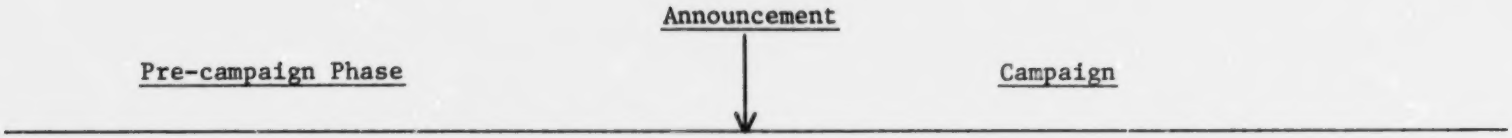
Planning for research

Now that we've discussed possible role models for research, we can consider the elements that determine your choice of staff, its function, and, ultimately, its choice of techniques and tools. Figure 3 indicates the elements that help determine your decision.

The first step is to evaluate current status. Researchers must be able to explain what they do to defend their request for support. If a researcher can say, "Here is a picture of how we should be moving. We're here, and I need help there," he or she can help the boss know exactly what is needed. Similarly, if the director of research or the director of development can name

Figure 2

CAMPAIGN TIME-LINE



TASKS:

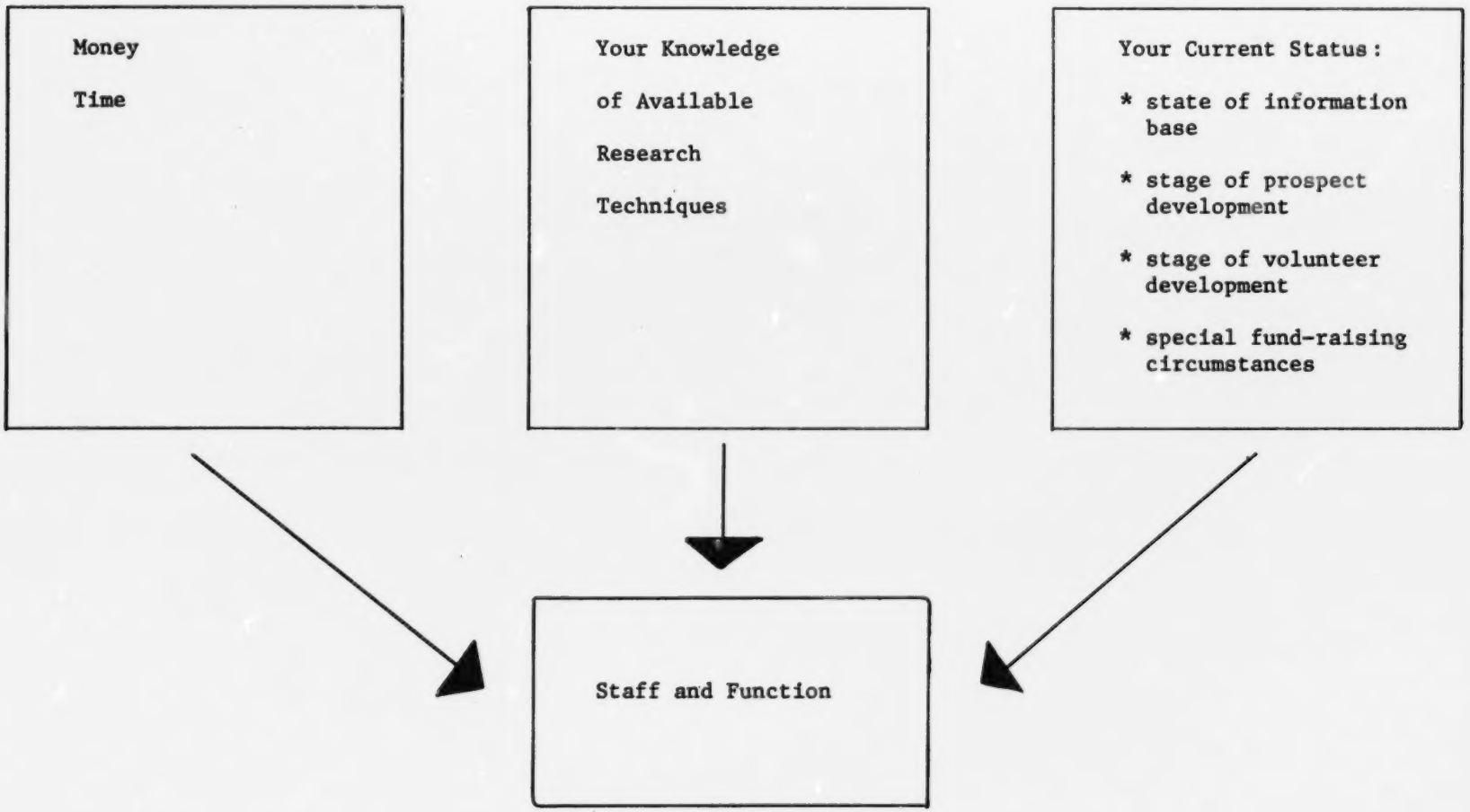
1. Build public relations image.
2. Build case.
3. Secure core gifts.
4. Develop, classify, and refine a prospect list sufficient in numbers to meet campaign goal.
5. Develop and organize a volunteer base directly proportionate to prospect pool.
6. Develop and put in place cultivation instruments for donor prospects.
7. Develop and put in place programs to involve volunteers.
8. Begin cultivation of major prospects.

TASKS:

1. Monitor and track cultivation program for each donor prospect.
2. Provide staff assistance to, and management of, volunteers.
3. Carry out strategy for each prospect and revise as necessary.
4. Maintain adequate liaison with all publics.
5. Maintain campaign progress reports.

Figure 3

FACTORS THAT DETERMINE YOUR CHOICE OF STAFF AND ITS FUNCTION



exactly what functions need to be covered and the skills that the person covering them will need, he or she can help his or her boss better understand the situation. And finally, if the advancement vice president has a good functional analysis of the area, he or she can go to the budget committee with an accurate proposal to defend the department's needs.

Time and money make up the second variable. If we have a perfectly justifiable proposal and our budget committee recognizes its worth, it should naturally follow that our appeal will be granted. Unfortunately, as we all know, things don't work out that way. No matter how logical a request, we often have to do some juggling and devise a way to make do with less money.

This brings us to the final variable, knowledge of available research techniques. Getting maximum mileage out of a choice of techniques can save dollars. If you are a researcher, you obviously know something about research techniques. That is your job and what you are paid to know. But there are some things about techniques that not only researchers but those who plan for or administer research should consider.

My own experience has convinced me that there are really only four ways to gather information. You can ask people directly to tell you about themselves. You can ask other people to tell you about people and things. You can use published tools or other printed (but not widely circulated) items -- donor lists, public records, and the like. And, finally, you can do in-depth investigations. In advancement work, we have certain identifiable techniques to find out what people know. If we ask people directly to tell us about themselves we are employing a <u>survey</u> technique. If we ask people to tell us about others (corporations, foundations, or other individuals), we are employing an <u>interview</u> technique. If we appeal to published tools, we are using a <u>reference</u> technique that usually involves library skills. And finally, if we appeal to closely held sources, which usually involves information gathering, close scrutiny of documents, and lots of running around, we might borrow from journalism and call that technique <u>investigative research</u>.

No matter how big your institution is, these are the basic techniques. Depending upon your time and resources, you can use them very simply or use variations and refinements to produce high-grade and sophisticated results. A survey can be as simple as asking your new donor's club member to fill out an index card, or it can be as complicated as a machine-issued instrument designed to diagnose and classify your entire alumni base. Interviews can be as simple as the president calling the local banker on the phone for some simple prospect advice, or as complex as a number of researchers doing screening. Reference can be as limited as a student's use of ready reference texts, or as complicated as a professional equipped with sophisticated bibliographic and biographic research techniques. And finally, investigative research may involve only a run to the assessor's office to read the microfiche or it may require in-depth searching through a mound of courthouse filings until the judgment and its meaning are reached.

In your prospect research, you will probably use all four techniques at one stage or another. How you choose among them and which ones you emphasize will be based upon your needs, your price, and what information each can deliver. Figures 4 through 7 depict the basic planning concerns of each technique. It is important to consider all the pluses and minuses of each. If you need to

cover all the bases, you will want to combine those pluses and minuses carefully to make sure you get as close as possible to what you need. For example, a plus in interviewing is that it gives you information about attitudes. Its minus is a loss of accuracy. In addition to gathering information, some techniques by their nature satisfy other needs. For example, interviews mean involving volunteers. If volunteers are what you need, you might want to emphasize this technique. Surveys and the responses you make to their results can show your alumni that the institution still cares about them and their concerns. These research techniques, then, in addition to producing information can be used as cultivation techniques.

On the other hand, reference and investigative research lack "cultivation" extras. But they can often point you directly at new names to add to the suspect pool.

This prospectus for prospect research attempts to suggest some of the things you might think about as you begin to plan. When you've assessed your current situation, made some decisions about the functions you need to cover, your staff, and your general methods plans, you are ready to talk about the "how-to's" that a discussion of prospect research demands.

Figure 4

THE SURVEY

Pluses	Minuses	Appropriate Stage	Cost
* Identifies difficult to locate professionals (medicine, law, etc.).	* Requires up-front financial commitment.	* Suspect identification.	* Requires professional costs in design and structuring of evaluation instrument.
* Identifies potential volunteers.	* Requires system in place to receive information.		* Requires strong clerical support for data input and management.
* Provides accurate attitudinal information.	* Receives no response from some potential major prospects.		
* Provides up-to-date demographic information.	* Requires review of entire data base to produce a small group of prospects.		
* Can be designed to include automatic data confirmation for later cycles.			

Figure 5

THE INTERVIEW

Pluses	Minuses	Appropriate Stage	Cost
* Provides cheap system to separate major from minor prospects. * Can identify as well as involve volunteers. * Can identify new suspects. * Can provide "inside" attitudinal information. * Can provide insight into new geographic areas.	* Results in imprecise information; verification is required.	* Prospect identification. * Prospect classification.	* Staff time to schedule and attend meetings.

Figure 6

REFERENCE TECHNIQUE

Pluses	Minuses	Appropriate Stage	Cost
* Some aspects will employ cheap labor.	* Information is often outdated; reliability must be verified.	* Suspect identification.	* Professional services required to develop information base and to maintain it.
* Information can be cheaply cataloged.	* Information does not contribute to the development of volunteer base.		* Clerical support required for file systems, etc.
* Only individuals with some recognized prominence will be picked up.			* Financial investment required to acquire source materials.
* New suspects are added to suspect base.			

Figure 7

INVESTIGATIVE RESEARCH

Pluses	Minuses	Appropriate Stage	Cost
* Provides information on assets, interests, and relationships that will determine how much the prospect might give and for what, and who will do the asking. * Can determine liquidity and provide information to determine gift model. * Can provide insight into effective cultivation and solicitation strategy. * Will provide best information.	* Requires highly skilled professionals who are difficult to locate and hire. * Results in information that is rarely totally accurate; only the tip of the iceberg will be revealed.	* Information development.	* Training of researcher may be required; trained researchers are difficult to locate. * Time demands are extensive. Profiles often require two days to two weeks. Small shop may employ at least one person in this function full-time. Larger shops will employ in direct proportion to identified prospect base.

Chapter 3

CREATING A PRODUCTIVE RESEARCH SYSTEM

Bobbie J. Strand

The case

As planning in development has become more sophisticated, the research and evaluation of major donor prospects has grown into a strategic part of the process. An increasing number of institutions are establishing formal programs with skilled prospect researchers designing and implementing comprehensive plans for the identification, research, and analysis of prospects. In other institutions, the fund raisers themselves still do the prospect research. Organization and style vary, but research, formal or informal, is a necessity.

Fund-raising techniques and management in this decade are being refined into a scientific process. Approaches to individuals for capital gifts must be more creatively planned than in the past because of the changing character of wealth. As foundations become more and more interested in the support of goal-oriented projects and programs, the matching becomes increasingly involved. Corporations are constantly narrowing their funding focus. Business-like requests and accountability reports are essential.

Because of these trends and the complexity of the entire research task, the prospect researcher should be an important member of the research team. He or she must have a clear understanding of the general mission of the institution and a working knowledge of both short- and long-range goals. Research supports the cultivation and solicitation functions. Someone must plan and manage this important program of support. In larger staffs, the prospect researcher should be a development officer with the authority and responsibility not only to provide needed information but to make sure it is utilized. In very small operations, one of the development officers may manage the activities of the researcher.

The space

Space, privacy, and proximity to information sources are important considerations when an institution is setting up a research office. Heavy reference volumes, computer printouts, and hard-copy files are often used simultaneously. Adequate work surfaces, conveniently arranged, will greatly increase efficiency. A private office with locking files assures security and confidentiality. Since much information is gained through personal and telephone interviews, a private area is essential.

Easy access to a computer terminal and printer enables the researcher to be efficient in the entering, updating, accessing, and printing of computer-stored data. If the computer is used for basic files, the researcher should be skilled in its operation, making full use of its capabilities in creating reports and transmitting data. The researcher can be part of the team to ensure the integrity of the information stored in the computer.

The research area will help build confidence in the users if it exudes a well-organized, orderly atmosphere. In a one-person operation, work in progress should be carefully marked to enable anyone involved to understand the status of the assignment. If one researcher is serving several solicitors, work in progress for each should be carefully labeled. For the multi-person research staff, assignment forms held in a central area until the project is complete may expedite the process.

The pace

Cutting the formidable job of research down to a manageable size is one of the biggest problems a prospect researcher faces. If the task involves creating a working base, the first step may be separating donor from nondonor constituents. The goal is always to divide all possible prospects into "more" and "less" important groups. This is the "halving principle." In the early screening of prospect lists, simple criteria may be used such as:

* previous giving level,
* business,
* ZIP code, and
* important family names.

The goal is to identify from the "universe" of prospects the very best ones for the institution.

Establishing priorities is as important as dividing the prospect list. Two factors that should be uppermost in setting these guidelines are:

* the suspected gift capability of the prospect and
* time-line.

Working from the top financial capability down will ensure that major donor prospects are not neglected while prospects with lesser financial capability are overworked. Routine requests for research that have no known major gift potential and no pressing deadline can be processed on a date-of-receipt basis.

An evaluation of the time required for simple research tasks will assist in pacing the routine. Researchers need to know how much can be produced in a day, a week, or a month. Time studies of various kinds of activities are helpful. One of the vital factors in conducting these studies is the condition of the information storage system, whether it be manual, electronic, or a combination of both. The quality of the information in your files will greatly affect the amount of time required to produce reliable research.

The system

Effective information gathering and reporting must be supported by good storage and retrieval techniques. In-house data is the most easily accessed, the most personalized to the institution, and is the only source that can document the relationship of the prospect to the institution. The research process is directly affected by information management. Here are some techniques to use:

* Centralize the files as much as possible following a "one source for one subject" principle. Cross-file as needed.

* Avoid creating duplicate files except for security back-up. It is always difficult to update more than one hard-copy source, and confusion about prospect status will result.

* When working files are needed by development officers, make copies of documents and label "do not file" or "work copy only" so that the master file will not be cluttered with duplicates.

* Include date and source with every document filed. Newspaper clippings, photographs, other special items, and regular file material should be marked.

* Filing procedures are more likely to be followed if you outline them clearly, in writing. This should include such detail as order and cross-filing instructions.

* Someone in the office should be responsible for seeing that guidelines are followed and filing is kept up-to-date.

* A routing process and schedule for file cleaning and maintenance will enhance usage.

If the development office is using a combination of information storage mediums, such as hard copy and computer, designate one -- usually the computer -- as the official source document. This simply means that basic information, names, addresses, and other pertinent elements will be added to or changed first on the computer. The computer information, therefore, is the most current and is to be used over all other sources.

In an institution with an integrated computer system, the prospect research needs may be accommodated within that system, or programmed on compatible data management software that runs on a personal computer capable of relating to the mainframe hardware. Common data can then be uploaded or downloaded even though the stand-alone system might be much more detailed for development usage. If it's impossible to develop adequate computer support for prospect research and management within the integrated system in a timely and usable framework, it may be necessary to use independent data management and word-processing systems to support research needs. Relating to the institutional system is always advisable unless it paralyzes the process at a critical point and makes it impossible to get the job done.

Essential to a productive research system is the establishment of forms and formats. Members of the staff need to assist the researcher in deciding what kinds of forms are most helpful. Always needed are:

* a prospect profile. This is a report of Level I, II, or III research (these levels are described in Chapter 11) in a form that the user of the material can review quickly and effectively.

* prospect tracking reports. These list all contacts with the individual prospect and the current status of the cultivation/solicitation effort.

* prospect management reports. These are designed to produce various status documents as needed.

Other forms may include:

* research request;
* contact report;
* computer input;
* trip alert;
* and others as needed.

Chapters 7 and 14 contain samples of some of the forms you might use.

Use as few forms as possible to get the job done -- and make them as simple as you can.

The flow of information between the researcher and the development officers is the vital fuel that powers an effective system. Sophisticated record-keeping and data management cannot keep their promises unless all viable information is reported. When development officers request research on a prospect, an indication of how much they may already know, or specific information if it is available, may save the researcher many hours. Development officers can assist the researcher by:

* communicating clearly the kind of information needed about the prospect and the purpose of the report;

* sharing any information they already have;

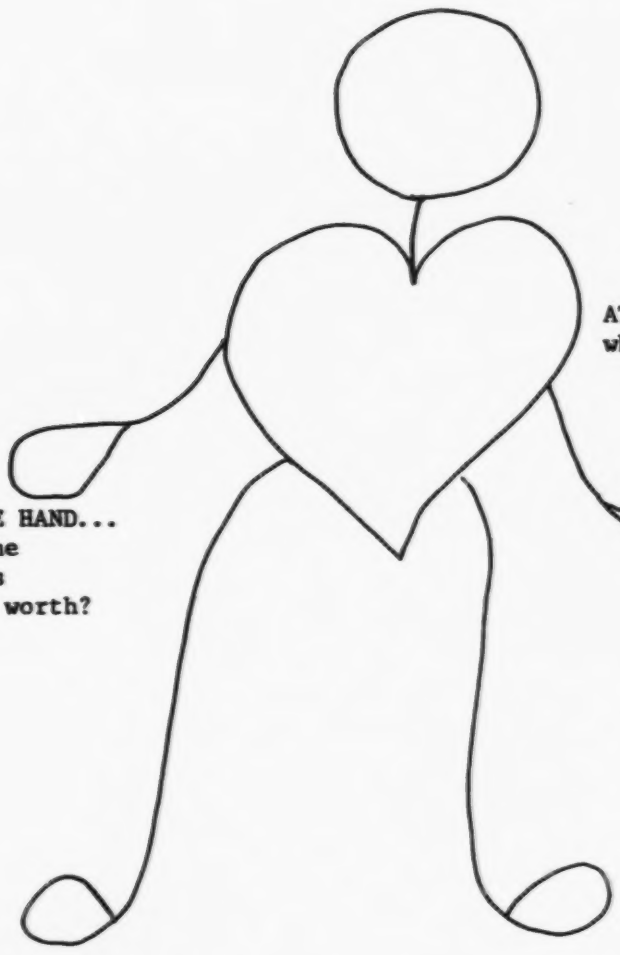
* giving clear deadline dates and priority for work assigned; and

* reporting results of contacts to the researcher so that the files can continue to grow.

A productive research system must keep research in perspective. It has only one purpose — to support the cultivation and solicitation effort. Unless prospects become donors, research will be in vain.

Section 2
The Individual Donor

PORTRAIT OF A PROSPECT



HEAD UP your profile with accurate, current, basic information.

AT THE HEART OF IT ALL... what does the prospect care about?

ON THE ONE HAND... what is the prospect's financial worth?

ON THE OTHER HAND... how does the prospect use his or her wealth?

WHERE can he or she be led in this relationship?

WHERE is he or she in relationship to the institution?

Complete the picture...

1. What is this prospect's giving capacity?
2. How interested in this cause is he or she?
3. What particular project that is important to the institution does he or she care about?
4. Who can influence the prospect to give to this institution for this purpose at this time?

Chapter 4

PORTRAIT OF A PROSPECT

Bobbie J. Strand

In the current financial climate, it is more important than ever to realize that living individuals will continue to supply the bulk of charitable giving. They are funding more than 85 percent of philanthropy in this country. With the future of nonprofit institutions resting in the hands of those individuals who are capable and willing to support them, research on prospective individual donors is an important element in the development process. It is imperative, therefore, that we who are responsible for matching the needs of our institutions with adequate resources not be content with a few unrelated facts about our prospects, but that we know them in every way possible. Good prospect research should result in a clear, concise financial grouping of constituents. In its initial phases, research should have a twofold impact:

1. It should identify as large a constituency as possible, including every individual with any kind of relationship to the institution, either direct or indirect.

2. It should refine and divide this constituency base into levels of financial worth and giving capacity. Obviously, the largest amount of research time should be spent on the smallest number of constituents -- those at the top (see prospect pyramid on the next page). Based on your institution's budget and fund-raising goal, decide what is a major gift for you and concentrate on those prospects. On this prospect pyramid, a major gift is $100,000 or above.

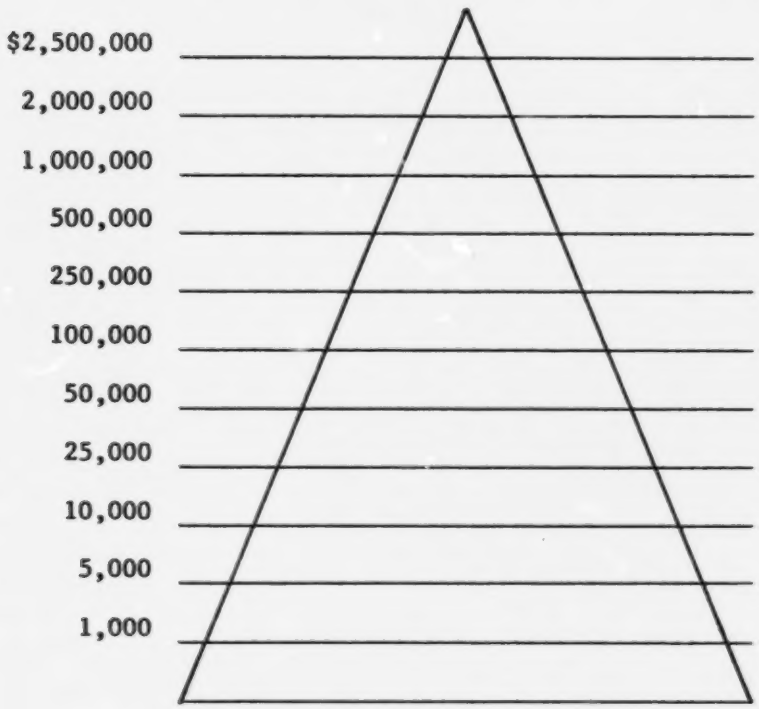
The process of searching out background information on a prospect so that an effective solicitation strategy can be designed to lead the right prospect at the right time to the right gift is certainly not a new one. This kind of financial evaluation is done by many businesses, particularly investment and loan firms.

Researchers in nonprofit organizations should not fear the collection of data as long as it is compiled from the institution's own files and from sources available to the public. The researcher should be careful, however, to note any information of public record that could cause discomfort or embarrassment to the prospect or the solicitor. If such data is recorded at all, it should be done so in an objective way, with careful protection of sources, and stored in a secure file with limited access.

One of the hardest lessons for the prospect researcher to learn is that many of the facts available are not needed in the development of a viable solicitation strategy. Refinement is a key word in prospect research. The researcher's constant goal is to reduce great quantities of information to readable, understandable, concise reports pertinent to the current operation. Testing information against the basic questions that need to be answered will assist in this process:

Figure 8

PROSPECT PYRAMID



1. What is the prospect's financial worth and how does he or she use it?

2. What does he or she care about (both at your institution and in other areas of life)?

3. What relationship exists with your institution? Are there specific problems to be addressed? What specific cultivation steps are needed in developing the relationship?

4. What individuals can be used in strengthening the relationship and presenting the institution's needs to the prospect?

Developing the prospect portrait

The data necessary to provide support for the successful cultivation and solicitation of the prospect will include:

* a biographical sketch,

* a well-supported estimate of financial worth,

* an evaluation of philanthropic interest and activity.

The researcher should assure that the appraisal of financial worth is as accurate as possible; that there is enough knowledge about the prospect's interests and activities to enable the development of a successful relationship; and that the names of acquaintances and friends (especially those who are also friends of the institution) who can serve as liaisons and, in many cases, salespersons for the institution, are identified.

Planning your approach

Planning your approach to all of the information sources that are available will make the search more efficient:

* First, search out all of the information on your prospect already in your institutional files. Be sure to include hard copy, computer, and microfilm.

* Examine on-site printed sources in your own research library.

* Query your staff for any data they may know or hold in personal working files.

* Check with other departments within the institution that might have any kind of information about the prospect.

* Consult with area libraries, business offices, and appropriate professionals for off-site printed sources.

* Inquire at local, state, and government agencies.

* Plan an effective use of electronic searches either through a system you may have in your office such as Dialog (see bibliography for description), or one of the other services available through Who's Who, Standard & Poor's, the Foundation Center, Federal Trade Commission, Predicasts, SEC Online, and others (see bibliography).

* Interviews with volunteers, friends of the prospect, or others who are knowledgeable will be one of the most powerful sources of information.

* Research volunteers may be enlisted if you are researching individuals who do not live in your area. They will follow some of the research procedures you would use. Identify areas where your institution has a concentration of constituents or where, for some other reason, there are market areas for institutional fund raising. Ask your volunteers to serve for a set period of time, to review carefully research guidelines you provide, and to research a limited number of prospects monthly, quarterly, or on a schedule that will fit your needs.

* The telephone is an indispensable tool in updating information. If business titles, addresses, and other data are collected from printed sources, discreet telephone calls to places of employment, clubs, and other affiliations will assure that the information is still current.

Developing the data

After major prospects have been identified and screened enough to tentatively position prospects on the pyramid, you will continue to develop the profile until it is judged adequate to support assignment of the prospect to a volunteer or staff person, cultivation, and solicitation. The prospect profile is a growing file which is never complete. It is constantly updated to reflect the receipt of new information. The researcher should be "production-oriented," quickly assembling the materials into a preliminary profile in which data can continue to develop.

1. Basic personal information. Names and addresses of the prospect and family members should be spelled correctly and proved current. Basic information about the prospect's education and family will be helpful. Check such common sources as:

   * Who's Who, The Social Register, city directories, telephone directory, directors' manuals (for corporate personnel), newspapers and other local publications;

   * published lists of local organizations, such as Chamber of Commerce, Jaycees, Junior League, arts groups, country clubs, business and professional organizations;

   * county clerk's offices, license bureau, and other government offices;

   * vita or resume which may be obtained from the prospect's business office or educational institution.

2. Basic business information. This should include the prospect's correct title, name and address of firm, telephone number, and the following:

   * Type of business: Is it family owned, a small independent business, a major corporation or subsidiary of a major corporation?

   * Kind of business: Is it a manufacturer, wholesaler, retailer, or service firm?

   * Prospect's role in the business: owner, management, research, product development, adviser, etc.

Some of the sources listed above will record this basic business data also. Other sources are listed under "financial capability" below.

3. Relationship to the institution. Determine as early as possible the type and quality of the relationship. The institution's files, staff, and acquaintances of the prospect will help to reveal these important nuances.

4. Interests of the prospect. A knowledge of the personal interests of the prospect will enable you to more effectively plan cultivation and solicitation strategy.

   * If the prospect is listed, one of the volumes of Who's Who is a good source of interests.

* Feature articles will present avocational interests, and news articles will also reflect involvement.

* Various organizational lists as given above will identify memberships.

* Talk to people who know the prospect.

5. Webbing connections. Persons who know the prospect or can provide a link to the institution are invaluable. The actual contact person may be a "friend of a friend of a friend..." to the institution. Hence, we use the term "webbing." In the perusal of all sources, the researcher should be constantly alert to the names of persons who have any kind of contact with the prospect. Corporate connections, which are some of the most important, can be traced through manuals such as Directory of Directors, Dun & Bradstreet Reference Book of Corporate Management, Quantas Compendium of Directors, and Dialog (see bibliography for descriptions and other sources). The agency, club, civic, and arts lists mentioned earlier are also helpful in tracing common memberships of various kinds. Again, an interview is most helpful. Look for commonality in:

* corporate board memberships;

* volunteer board service;

* club memberships;

* business relationships;

* civic, political, or religious activity;

* personal friendships.

6. Financial capability. Although a number of factors will be considered when you determine an asking amount from any prospect, the financial worth and the portion of that which is "liquid" is critical information in assuring that the solicitation will not be aimed too low or ridiculously high. This is the most difficult area to research. It is not possible to know everything about a person's financial worth. The very wealthy do not themselves know their worth, but a reasonable, documented estimate is the cornerstone of prospect research. These are some of the areas to be investigated and sources that will be helpful.

Salary. The salaries for upper-level corporate executives are found in the corporation's proxy statement to stockholders. Salaries for individuals reporting over-the-counter stocks can be found in 10-K reports (see page 33 or glossary). For lower-level executives, examine what you know about the company that employs them or compare with known salaries of other individuals within the same group. The best volunteers to assist in an estimate are members of the financial community — bank officers, brokers, insurance agents, attorneys, directors of United Way campaigns or other philanthropic organizations. Government salaries, of course, are public knowledge. The American Almanac of

Jobs and Salaries (see bibliography) gives average salaries for many different jobs. This may be helpful if better information is unavailable.

Stock holdings. Stock is found on proxy statements or through Security and Exchange Commission statements issued monthly. SEC Online may be used as well as Quantas Compendium of Directors and Spectrum 5 Report (see bibliography). Yearly dividends of stocks are reported in The Wall Street Journal immediately following the company name. Multiply the dividend by the number of shares owned by the prospect. The federal agency that regulates the specific trade will provide an electronic search that lists stock holdings. An example of this is the Federal Communications Commission which regulates newspapers, radio, and television companies. When you are reading wills that are in probate, watch for stock holdings that may have been inherited.

Bonuses. Top executives in major corporations often have bonuses that comprise a large percentage of their total remuneration package. These are difficult to find unless they are given on the proxy. Sometimes you can estimate by comparing to the bonus of an officer just above your prospect on the executive ladder or by consulting with your committee of financial experts.

Retirement benefits. These are found only on proxy statements. Guidelines for retirement benefits are often included in executive recruitment packets.

Property value. The tax assessor's office lists property ownership. The listings are usually arranged both alphabetically by name of owner and alphabetically/chronologically by street name and number. If the property has buildings, or other improvements, the value will be broken down into land, buildings, pool, and additional improvements, but a total assessment is also given. Ascertain the year the assessment was made and the percentage that assessment is of current fair market value.

Many persons holding large amounts of real estate will use a fictitious name known as a DBA (doing business as). DBA names are filed with local and state government agencies, and the record usually gives information concerning the true identity of individuals or businesses involved.

You may also find plat books for the township or county helpful. Rockford Map Publishers, Inc. (4525 Forest View Ave., P.O. Box 6126, Rockford, IL 61125), publish plat books for some states.

Watch for property dispositions in wills, as you are searching for other forms of inherited wealth.

Inherited wealth. Once wills are in probate they are public documents and available at the courthouse in the probate court office. The will and the inventory are among the best sources to find the value of inherited wealth. Property and stock holdings, art objects, jewelry, and many other holdings may be listed. A prosperous business passed down over several generations and still family-held indicates enormous resources. Is the prospect a member of a long-established prestigious family? "Glory" books (those that give the history of families and their rise to prominence) in local libraries will also give clues to family wealth. Check to see if there are buildings, parks, or other facilities named after the prospect's family in the home town. Genealo-

gical societies, the Social Register (see bibliography), magazine features, and other publications will also be helpful. Forbes' special edition, The Forbes Four Hundred, should be examined.

Family wealth. It is also important to note who else in the family owns what and where. Do other family members have independent incomes or wealth? Several fortunes may be grouped together under one person's name because of the way the family runs its business. Identifying the "controller" of the wealth can quickly enhance or diminish your estimate of your prospect's worth.

Lifestyle. What other information portrays affluence? Consider the prospect's lifestyle. Although free-spenders may look more affluent than they actually are, you can gather valuable information by noting these important clues in your prospect's lifestyle:

* residences of great value or multiple numbers;

* expensive cars regularly traded or classics collected;

* pleasure crafts such as boats or airplanes;

* other items of high value owned or collected;

* expensive activities such as travel; and

* expensive hobbies.

Is the prospect a spender or a saver? What is his or her debt level, liquid available assets? What investments are held by the prospect? What is the level of profit from business and personal investments? Watch for investments changing hands, resulting in capital-gains problems.

A summary of unique sources

The development of a research library is essential to good research; however, there will be times when traditional sources are not adequate. Births, marriages, divorces, deaths, property values, and inheritances are only a few of the facts that can be found recorded in government offices.

If your institution is in an isolated area or small town, it is wise to proceed with caution in checking for information in these public offices. The word can get around. Although the data is legally available to the public, be careful lest the prospect learn of the inquiry and be alienated. These local government offices are helpful:

* city and county tax collectors;

* city and county tax assessors;

* city and county license bureaus;

* voter registration;

* probate court;

* city and county clerks or recorders;

* civil and criminal court index and documents;

* coroner's office;

* divorce court;

* bar association;

* auditor;

* planning or zoning commission (property); and

* redevelopment agencies, building department, board of health, probation reports (property).

These state government offices are valuable sources of information:

* controller;

* department of motor vehicles;

* various departments and agencies requiring business licenses;

* bar association;

* public utilities commission;

* corporate commission;

* insurance commission;

* board of tax equalization (property);

* real estate commission (property);

* superintendent of state buildings (property); and

* secretary of state (for partnerships, corporations, and trusts that own land).

Federal government offices that may have relevant information include:

* civil service commission;

* regulatory departments and agencies such as the SEC, FCC, ICC, CAB, FPC;

* FEC;

* tax court;

* civil and criminal court index;

* IRS (tax returns for nonprofits).

Even when you are researching individuals, it will be important to examine some documentation about the companies and foundations with which they might be affiliated. It is helpful to have the companies' and foundations' own publications. The foundations can provide:

* An annual report, if one is published, which will identify personal relationships to the organization, as well as outlining its purpose and philosophy. Many individuals give only through the foundation with which they have a strong relationship.

* Guidelines for approaching the foundation, which include data about contact persons that would add to the profile for your prospect.

Documents from corporations include the following:

* The annual report is the corporation's slick publicity report. It will give an overview of production, management, and general health. If the individual prospect is in management, information may be found here about the individual as well.

* The 10-K report is a detailed annual financial report that includes the company's major contracts, management history, and salaries and other compensation for principal officers.

* The proxy statement to stockholders will give detailed information on executive remuneration and control of stock.

* A variety of other reports are available such as the 8-K, a monthly report filed only if there is a major corporate event, such as a change in ownership, sale of a large amount of stock, a lawsuit filed against the company, or a major change in its finances; another is the 10-Q, filed every three months and presenting less detailed information.

Periodic publications about corporations and related individuals are also available:

* SEC Docket gives a weekly summary of litigation for security law violations and SEC rule changes;

* News Digest gives a daily summary of registrations, 8-K reports, and major (over 5 percent) acquisitions of a company's stock;

* Official Summary of Securities Transactions & Holdings gives a monthly report on major individuals in a corporation who buy or sell stock during the month and lists their total holdings.

This portrait of a prospect is one we can never call complete. New brush-strokes will be needed with every contact as new information is learned or the relationship grows. If the research is to support the fund-raising process adequately, however, it must endeavor to stay a step ahead:

* Sketch the outline. As soon as basic information is available, start the profile, either on the format stored in the word processor or on your hard-copy form.

* Brush in details. As quickly as possible, add the biographical and financial facts needed.

* Continue to refine. New and updated information should be added as often as it is learned.

In whatever stage of development it is, the portrait should always be ready to "display" at any time a staff member or volunteer needs it. Early in the cultivation, a smaller amount of information may be adequate. Or the contact person may know the prospect so well that only confirmation of basic facts is needed. But the important point is that research be production-oriented: the information that is known at any given point in the process is always in a form that is ready for use.

Chapter 5

FINDING THE FABULOUS FEW: WHY YOUR PROGRAM NEEDS SOPHISTICATED RESEARCH

Emily Pfizenmaier Henderson

We now know that 90 to 95 percent of our gifts are going to come from 5 to 10 percent of our donors. The decisions of these fabulous few will spell success or failure for our campaigns. With the stakes so high, it's no wonder that fund raising needs sophisticated prospect research.

From my experience as a fund raiser, I have learned that at least four factors influence the production of large gifts. First and most important is the donor's giving capacity (his or her assets); second, the closeness of the prospect to the cause; third, the interest of the prospect in the project at hand; and fourth, the influence of the solicitor.

No matter whether the prospect is an individual, a corporation, or a foundation, these are the qualities that matter. Professional prospect researchers play an extremely important role not only in helping to identify those who bear all these traits, but also in helping to stimulate the development of such traits in those who don't.

Of course, the primary task of prospect research is financial research, the separation of the haves from the have-nots. Development officers must have the best data on which to base their prospect ratings, and it is up to researchers to provide that data as in the sample presidential work-up on page 40.

Let's take a hard look at this small area of research -- financial research as it relates to living individuals. This aspect of prospect research is highly important because studies show that 85 percent of our gift dollars come from living individuals.

Tracing relationships

First of all, we will want to discover what institutions, people, and things a prospect may be related to financially. As corporations are often involved, we surely will want to detect relationships here. We may check Standard & Poor's Register of Corporations, Directors and Executives to see what companies, associations, memberships, and so on may be directly involved. If the prospect is a director or officer of a company, its proxy statement will disclose his or her holdings.

Publicly held corporations in the West have the shares of their directors and officers listed in Walker's Manual of Western Corporations, and the regional offices of the Securities and Exchange Commission (SEC) have the proxies for publicly held corporations as well as their 8-K and 10-K filings. (These filings, which contain detailed financial information on corporations, are also now available through Disclosure Inc. at many libraries at a per-copy cost.)

If our subject is not a director or an officer but we suspect that he or she

has assets tied to a particular corporation, we can consult the SEC's Official Summary of Security Transactions & Holdings. It will show all active holders and traders of large numbers of shares. Or if we suspect that our prospect has retired from a major company, we can try the back years of Who's Who in Finance and Industry for previous corporate associations.

The 1974-77 Dun & Bradstreet Million Dollar Directories can be a real boon to finding less important corporate executives. These issues contain personal name cross-indexes that can often point out corporate connections where none was previously suspected. (Unfortunately, although the directories are still published, Dun & Bradstreet stopped cross-referencing them in 1978.) D & B also publishes the Reference Book of Corporate Management. Although not as helpful as the Million Dollar Directories for detecting lesser lights, it does provide information on corporate personalities.

Some states have special offices where the principals involved in corporations (publicly or privately held) must register. California has special requirements when any securities are involved. In addition, incorporation papers may disclose ownership and involvement. Other sources available are as accessible as Forbes, which, until 1978, listed in its 500 the salaries and benefit packages of major corporate executives.

Family ties

It's no secret that people often inherit their wealth. Probate research is essential when we even suspect that inheritance is the source. Many local libraries have special newspaper files that can supply the obituaries and needed date of death of local dignitaries. If not, a call to the local newspaper library (morgue) will usually yield it, or, if the person involved is well known, the New York Times Obituary Index will be helpful.

Usually, the records are available at the county courthouse. While there, we might want to check both the divorce and civil files. Divorce records often include financial statements. In cases of contested divorces, we may even get lucky and find an IRS return. Civil cases often point out assets and potential encumbrances, and may help to identify close associates, relatives, and friends.

In states such as California, property ownership takes on major significance. And in 15 states in the mid-part of the U.S., county plat books indicate holders of farm land. Many cities have similar plat books for neighborhoods too.

Depending upon where you live, the process of property research can be delightfully simple or hideously complex. In New Orleans, for example, it involves seven assessors' offices, a mortgage office, a conveyance office, a property management office, and even a special office of notarial archives. By contrast, in San Diego the microfiche in the assessors' office gives quick access to who owns what where.

A handy way of evaluating property is from tax stamps. These indicate the selling price minus the mortgage. In New Orleans, they are likely to show up in the notarial archives; in Illinois, try the county treasurer's office.

Aside from books, public records, and so on, there are a few other sources that can help to fill out the picture. The local press is any prospect researcher's greatest ally. I consult my own clipping files as well as newspaper and periodical indices. A few examples are the F&S Index of Corporations and Industries, the New York Times Index, the New York Times Personal Name Index, the Business Periodical Index, and the Wall Street Journal Index. Although these basic sources are immediately involved with the financial corporate community, they can often help in the area of biographical research as well. Talking confidentially with significant "others" in the community, running screening sessions, and being aware of the subject's attorney or even CPA can help. Such briefings frequently prove invaluable in uncovering business or corporate connections.

As a final note on the subject of individual finances, let me mention taxes. Because those in the highest brackets get charitable giving's best tax breaks, we researchers aid our cause greatly by being aware of basic tax laws and the problems of the fortunate few who may have special tax binds. Being alert to such things as appreciated assets, ownership of appreciated property, or even certain types of inventory items, may help identify a major prospect where only a minor one first appeared. By attending both to sale transactions and to how those transactions took place, we can point to the amount of assets and to any special liquidity involved. By our attention to such detail, we may help development officers determine the ideal giving model to propose to the donor.

Obviously it is not our job as researchers to be up on all such laws, for here even a tax attorney has to struggle. But our awareness can help flag special circumstances for others to judge.

No matter how hard we try or how well we do our work, no researcher ever fully succeeds. As a campaign chair in Wisconsin once told me, "Even I don't know what I'm worth." But the object is not to pinpoint the bases but to locate the ballpark.

For example, I researched a candidate for a gift in California. I was able to verify that, yes, the money was there but not the $5 million we suspected. Instead, it was $500 million and liquid as well. My information generated not a $1 million proposal but a strategy for a $50 million request. This kind of careful, documented fact-finding is what modern prospect research is all about.

Closeness to the cause

In order to bring the donor into our institutional family, we must understand him or her as a person. Researchers use biographical skills to build a composite picture of the donor. We will learn his or her literary interests, political persuasion, and religious creed. We will gather pieces the donor has written or quotes from him or her. We can let the development officer know whether to discuss duck hunting or gun control, whether to invite the donor for a golf game or to the opera. We will even indicate whether to serve shellfish or chicken when the president invites the prospect to dine.

And because we pay close attention to the prospect's interests, we have a special contribution to make. We can smooth the cultivation process and point out the special project that will capture a prospect's imagination and increase the chances for that big gift.

Million dollar donors don't make unrestricted gifts. Their gifts name hospital wings, build buildings, endow chairs, or house special collections. If we know that our subject's mother died of heart disease and that at the time of the death the family asked for donations to the Heart Association, we may clue the university to a donor for its coronary care unit. Or, if we can uncover that our donor is a contributing member of the American Antiquarian Society, has given $50,000 to restore Old Sturbridge Village's cooper's shed, and sits as a director of the local historical group, we may have found the donor for our Early American History chair.

Who should ask?

Finally, because relationships are the name of the game in good fund raising, researchers are in an excellent position not only to identify who should be solicited but also to suggest the name of the person to make the call.

Obviously the right solicitor is the one whom the prospect simply cannot turn down. That could be a cousin, an old college chum, or even a court witness who helped out the prospect during some legal woes. The ideal solicitor could be the business associate who is the major consumer of the prospect's product line, a fellow church member, or a principal donor to the prospect's favorite cause. Good researchers keep track of such connections. As we investigate courthouse records, we list the names of associates and friends that the civil, probate, and divorce records may contain. In doing biographical research we will note a prospect's religion, alma mater, and family name. And, by maintaining our own files on social and business circles, we can determine who moves together and thereby connect old-time friends.

Even if we are unable to point out the person who has the right tie, we can often suggest someone close to the institution who can. Researchers match golf partners to golf partners and major stockholders to company executives. We study who owes whom a favor and bring even new names to the prospect pool. We are the development officers who uncover the connections that make introductions easy and cultivation smooth.

Locating the right person to do the research

Finding someone with the specialized skills required by this profession will not be easy. There are no graduate schools that teach prospect research or special programs that are entirely devoted to helping people develop these skills. Therefore, if you decide you want a qualified prospect researcher and if your headhunting at other institutions fails, you may have to be satisfied with someone less than the ideal. Here are a few ideas that might help.

My experience has taught me that people who already know how to find data efficiently are good candidates for this type of work. They might include a journalist with a penchant for investigative reporting, a paralegal, or even someone in marketing research. Obviously, reference librarians have good backgrounds but then so do ex-FBI agents, detectives, and the like. Look for the ability to find information, to see relationships quickly, and to ask good questions as well. "Quick connectors" with strong research backgrounds are probably your best choice.

Occasionally there are conferences and workshops, including CASE-sponsored programs, that discuss both the sources and methods of prospect research. These can provide the neophyte with some real help. Also, the new researcher will find useful bibliographies that list sources adaptable for the fund-raising field.

You can hire outside expertise. Frequently, development consultants know the names of researchers who have the needed background. If you decide on this route, there are a couple of things to consider in choosing whom you hire to help train your new staff member. First, what type of cause does the experienced researcher work for and does it parallel yours? Second, where is he or she working and can that special work location add something?

By way of example, I know with certainty that, owing to my background and history, a Catholic educational cause in California or Wisconsin could probably best use me. I would hope that a hospital in Idaho or a Pittsburgh museum could do better. If you are attentive, you can probably find the ideal candidate whose special knowledge of your gift interest or locality can help in teaching your new employee.

The Wall Street Journal quoted Michael Radock of the University of Michigan as saying, "Modern fund raising is 90 percent research and 10 percent solicitation." These are strong words of support. Although even I think his figures may be a bit inflated, the point is well taken. Careful research, done by a true professional, is our best way of ensuring that the right solicitor asks the right prospect for the right amount for the right project at the right time.

SAMPLE PRESIDENTIAL INDIVIDUAL WORK-UP

Francis J. Mahoney
Chairman and Chief Executive Officer
Mahoney Corporation
2507 Industrial Avenue
Veryfine, Wisconsin 53207
(414) 787-5322

Rating: $500,000

603 Lake View Rd.
Veryfine, Wisconsin
(414) 787-3078

PERSONAL:

Background: born Veryfine, Wisconsin, March 3, 1904. Son of Michael F. and Sheila (née Doyle) Mahoney.
Married: Catherine Feeney (Kate), June 22, 1929.
Children: Catherine E., Jeanne C., Bridget J. (Mrs. John C. Haley), Robert J., and Stephen J.

Mr. Mahoney did not attend college. Upon graduation from Veryfine High School, he was apprenticed as a tool and die maker to a firm in central Wisconsin where he served until 1928 -- when he founded Mahoney Corporation. From 1928-1950 he served as secretary-treasurer of the company and became President in 1950 and Chairman in 1965.

Mr. Mahoney is a member of the boards of:
The Veryfine Corporation
Veryfine Bancshares, Inc.
Veryfine Memorial Hospital
Veryfine Civic Orchestra.

University Relationship:

Mr. Mahoney is a former university regent. He is not currently sitting on any university councils; however, his wife is an active member of the University Women's Advisory Committee.

SOLICITATION/CULTIVATION HISTORY:

1970-1974 Mr. Mahoney served as a member of the President's Advisory Council for the Centennial Anniversary fund drive.

1974, Sept. Stephen L. Price, university president, solicited all university regents at their board meeting. Response: $50,000 unrestricted gift.

1976, Sept. Acknowledgement letter sent to Mahoney for Mahoney corporate pledge of $130,000 over 4 years.

1976, Dec. Mr. Price assisted John L. Jacobs, university dean and close

personal friend of Mahoney, in finding funding for individual research project.

1977, March — Mr. Price visited with the Mahoneys in Florida. Mr. Mahoney informed Price that he had made provision for the university in his will.

1980, Jan. — Mr. Price visited with Mahoney in Florida. Mr. Price solicited Mahoney for a campaign gift of $750,000, no response indicated in files. Follow-up visit planned for July 1980.

FINANCIAL: Mr. Mahoney along with four other investors founded the Mahoney Corporation which is the largest producer of roller bearings in the United States. The company has revenues of $25 million/annum.

The Securities and Exchange Commission Transactions for Aug. 7 - Sept. 12, 1979 indicate holdings of $3,450,000 in Mahoney Corporation. Mr. Mahoney also informed Joseph Martin, university trustee, of Minnesota land holdings valued in excess of $750,000. Plat books for Ladysmith, Milwaukee, and Jersey counties reflect ownership of 22 parcels. Tax stamps indicate a $3.4 million dollar value.

INTERESTS: Mr. Mahoney enjoys racing sailboats. His son-in-law, John Haley, is a builder of 210 class boats which Mr. Mahoney races out of Sturgeon Bay, Wisconsin. He also owns and operates a small dairy farm near Veryfine where he raises purebred Jersey cattle and prime Hereford steers.

THE FRANCIS AND SHEILA MAHONEY FOUNDATION:

Year Ending:	1979
Assets:	$2,547,000
Grants:	$ 350,000
Number:	15
Median:	$ 22,000
Gifts Rec'd:	$ 42,000 (Francis Mahoney)
Range:	$8,000/$47,000

Officers: Francis J. Mahoney, President
Sheila D. Mahoney, Vice President

Directors: Same

Emphasis: Primarily Roman Catholic causes with some gifts to educational institutions. All gifts in 1979 were made in Wisconsin and Florida.

Sample Grants:

St. Celia's Catholic Church St. Augustine, FL	$25,000
Our Lady of Good Council Church, Veryfine, WI	28,000
St. Mary's Memorial Hospital St. Augustine, FL	29,000
St. Matthew's College Hollywood, FL	10,000
Boy Scouts, Veryfine Council Veryfine, WI	8,000
St. Elizabeth's College Sturgeon Bay, WI	42,000

NOTES: The foundation closes its books Oct. 31. Dean Jacobs has volunteered to assist with the solicitation of this prospect.

GIFT HISTORY:

Francis J. Mahoney:	None		
Mahoney Corporation:	1939-1968:	$ 25,089	
	1976:	$130,000	4-year pledge
The Francis and Sheila Mahoney Foundation:	1974:	$ 50,000	unrestricted

This article has been reprinted from the March 1981 CURRENTS.

Author's note: Since 1981 when this article was published, many new sources have become available. Other articles in this book cover most of them. I would, however, like to draw the special attention of new researchers to the products and services of the information technology field. For example, data bases such as Lockheed's Dialog now carry things like Dun & Bradstreet's Market Identifiers (very helpful for identifying donors of privately helds) and Spectrum, which can be searched for 5-percent owners of stocks. The ABD base of Information Access Company (IAC) in Belmont, California, gives access to business newspaper regional files. And both Dialog and IAC have ASAP files 647 and 648 which provide on-line text delivery from the Magazine Index and Trade and Industry, which can be searched by personal name too. Although such sources are only new helpmates and not the definitive answer by a long shot, they can be a real boon to researchers in saving them time.

Chapter 6

EVALUATING AND ANALYZING RESEARCH

Bobbie J. Strand

The role of prospect research on the development team is one of support. The effectiveness of the information gathered through research will depend to a great measure on the quality of the overall game plan for fund raising. The researcher's knowledge of and participation in planning for cultivation and solicitation activity will help determine the value of the information in that contact process. The goal of research in an initial prospect report should be to supply enough information without burying vital facts in a lengthy report. The search should always be focused on answering the pertinent questions:

1. What is the prospect's financial worth?

2. What are the prospect's most vital interests?

3. Who are the persons with greatest influence with the prospect?

4. What is the current status of the relationship between the prospect and the institution?

Unless these questions are adequately answered and clearly reported, the prospect report will be of limited value.

The prospect researcher must keep close tabs on the number of prospects in the identification pool. How many are enough? Institutions with established development programs often tend to rely for many years on a relatively small number of loyal supporters. While the goal, admittedly, is to obtain as much support from as few a number as possible, future major donors need to be identified regularly and cultivated at a reasonable pace so that future needs are not jeopardized by too few prospects to meet the goal.

For any fund-raising project, in the early stages of research you will need to identify prospects equal to 10 times the need.

* For a $10 million project, the identification pool should include possible prospects capable of giving $100 million. This ratio will be lessened as the research progresses.

* As research develops and confidence in the emerging prospects rises because of interests or other factors, the number may shrink to eight times the need -- $80 million of prospect capability for the $10 million project.

* By the time prospects are researched and under review by the staff, the ratio can drop to five times the need or prospects capable of giving $50 million for a $10 million need.

* Once prospects are assigned and being cultivated, you should have

prospects equal to two to three times the need or $20 to $30 million capability for a $10 million goal.

At this stage, you could fill out a gift-prospect table, like Table 1 below, according to your needs. That is, if you need one gift of $2 million, you could list three prospects who were capable of giving $2 million, or four to six people who could give $1 million each, or eight to 12 people who could give $500,000, and so forth.

Table 1

GIFT-PROSPECT TABLE

Number of Gifts Needed:	Prospect Names	Amount	To Produce:
1	1._____ 2._____ 3._____	$2 million	$2 million
2	4-6 names	$1 million	$2 million
4	8-12 names	$500,000	$2 million
6	12-18 names	$250,000	$1.5 million
10	20-30 names	$100,000	$1 million

How many reports need to be produced and updated at any given time in the process depends to some degree on the number of workers. If the staff is working with volunteers, each staff person might manage about 30 prospects. With five of these prospects, the staff person might be the primary contact. Five volunteers, each with five prospects, would also be the responsibility of each staff person. A formula, therefore, that will help the researcher know how much current data is needed to support assignments alone is:

staff + active volunteers x 5.

A staff of five with 25 volunteers will need approximately 150 current prospect reports to keep them on target. These prospects will be a constantly changing group, with about 20 to 30 percent changing each month. The researcher can determine, then, that 30 to 50 updated prospect reports will be needed each month.

Consider all the facts known when you are evaluating the completeness of a prospect report. Does the financial information include research concerning salary, dividends and bonuses, retirement benefits, stock holdings, real estate, inherited wealth, trusts, and other holdings? Lifestyle and philanthropic patterns should be considered. When you are determining a reasonable asking amount, the prospect's relationship to the institution and identification of people who can influence the prospect are critical.

Here are some formulas that can help you make an initial determination of the asking amount:

1. Take 1-1/2 to 5 percent of salary and liquid assets:

   * A prospect with a $100,000 salary with no other assets might give $5,000.

   * A prospect with $5 million in salary and assets might pledge $100,000 to $500,000 over three to five years if you develop his or her interest in the project.

   * A prospect for a $1 million gift will need a financial worth of $20 to $25 million and a well-cultivated relationship.

2. You can estimate an outright capital gift to be paid over three to five years at 20 times the average consistent annual gift.

3. Asking amounts should be determined in an escalating pattern. Current donors are usually the best prospects.

The following is a sample evaluation of research and rating.

AN ANALYSIS OF POTENTIAL

Number of prospect advisory committee meetings held: 3

Dates of meetings:

Number of volunteer hours: 60

Individuals involved:

Staff: 1

Volunteers: 7 (alumni, parents, friends)

Names reviewed:

1,200 alumni, friends, parents who gave to the annual fund in the last four years.

461 (of the 1,200) were assigned firm ratings by the group of volunteers.

739 had no rating assigned. Name and address, college affiliation (class year for alumni) presented.

No past giving history was revealed.

Emphasis was entirely on potential, not on propensity.

Table 2

PROSPECT RATING

RATING	AMOUNT	NUMBER	TOTAL
5	$ 250,000	1	$ 250,000
6	100,000	4	400,000
7	50,000	20	1,000,000
8	25,000	27	675,000
9	10,000	86	860,000
10	5,000	113	565,000
11	2,000-5,000	210	420,000
Estate planning prospects:	20 @ $20,000		400,000

Other factors:

The top of the rating scale (leadership gifts), ratings 1 through 4, was rated in a separate committee of trustees and campaign leadership.

Section 3
The Institutional Dollar

Chapter 7

PROSPECT RESEARCH ON CORPORATIONS AND FOUNDATIONS

Mary Kay Murphy
Director for Development/Foundation Relations
Georgia Institute of Technology

> Before significant fund raising can take place, the staff must identify and evaluate those persons, foundations, corporations, and organizations from which it reasonably can expect to receive support. "Blue sky" prospect identification is dangerous.
>
> Such research includes collecting information on which to base sound determinations about the right prospects for the project (amount and purpose), as well as the right time to solicit from these prospects.
>
> Thomas E. Broce
> Fund Raising: The Guide to Raising Money from Private Sources

Research on corporations and foundations is essential if an institution is to be competitive in the race for corporate and foundation dollars. A successful corporate and foundation prospect research program should include the following goals:

1. Researching the institution. You need to identify academic and other types of institutional programs that relate to the funding interests of corporations and foundations.

2. Identifying and ranking prospects. These should include not only corporations and foundations that have supported your institution in the past but also those that might support it in the future.

3. Managing the information. You will need to devise a system of identifying and analyzing the information accumulated in the research program and transmitting it to appropriate faculty, staff, and trustees.

4. Coordinating prospect development. As prospect researcher, you will need to track prospect development through initial research to proposal submission.

Let's examine each of these goals in more detail.

Researching the institution

Identifying academic and other types of institutional programs that relate to funding interests of corporations and foundations is very important in making a match between a corporation's interests or a foundation's priorities and an

institution's programs. Effective institutional research includes information, in a format that is easily accessible, on the following:

1. The institution's mission statement, philosophy of education, history, enrollment profile, library holdings, and physical plant.

2. The institution's long-range plan for its future.

3. Budget information for at least three years, including sources of support and disbursement of funds.

4. Compliance with provisions in not-for-profit, civil rights, employment, and handicapped students legislation at state and federal levels.

5. The alumni and a history of their recent fund-raising contributions.

6. Academic programs and their importance to the institution and its priorities.

7. Research specialties and strengths of the faculty.

8. Innovations and new directions of operation.

9. Cost-effectiveness of the institution's programs, especially the program being proposed to the corporation or foundation.

Compiling this information is the first step toward a successful request for corporation and foundation support.

Identifying and ranking prospects

To accomplish this goal, you will need to develop a corporation and foundation research library. And for this you must have the materials, the budget, and the time to identify and rank the institution's past corporate and foundation supporters and its top 50 to 100 new prospects. This process should be a continuing one as the institution develops new program specialties and as corporations and foundations establish new guidelines and priorities.

You will also need to provide storage space in the office research library to store the data you develop. Whether storage is in computer programs or free-standing vertical files, easy access is the key. Library sources should be purchased in a combination of hard-cover, photocopied, or microfiche materials that allow speedy, convenient, and easy access.

Specialized research materials on private foundations are important in an office reference library. There are three main types of references -- directories such as The Foundation Directory or the Taft Foundation Reporter, which list vital information made public by the foundation; annual reports prepared by large foundations; and IRS 990 forms. Since 1969 all foundations with gross assets of $5,000 or more are required by law to disclose on these

990 forms the market value of their assets, names of trustees, and recipients and size of annual awards.

Directories and annual reports give the types of awards made by the foundation. There are nearly 30 types of awards, such as: conferences/lectures, endowment, research, scholarship, equipment, and unrestricted gifts. It is important to note what types of awards a foundation does not make as well as what types it does make.

Also important to note is the type of foundation you are researching. Over time, a foundation develops interests based on the philanthropic views of those who incorporated it or its trustees or professional staff members. Types of foundations include: general purpose (large endowments, broad interests, professional staffs), family (interests of family members), corporate (conduit for corporate giving interests), community (support for community programs), and privately operating (does not make awards but initiates projects for funding on its own).

The office library can be augmented by materials available at regional collections of the Foundation Center (Table 3, page 70). These collections are housed in public libraries in each of the 50 states as well as Puerto Rico and Mexico. Local, regional, and national foundations are documented in IRS 990 reports, annual reports, news releases, newsletters, and periodicals in photocopies or microfiche. (It's a good idea to call before visiting any of these collections.)

You can consolidate the services offered by the Foundation Center by enrolling in the Foundation Center Associates Program for an annual fee. To find out more about this service, call toll-free (800) 424-9836.

Specialized research materials on corporations are also important. The motives of corporations and corporate foundations are different from those that direct foundation giving. Generally, corporate support for programs, institutions, or projects relates to products or services of the corporation. This is frequently called "enlightened self-interest."

Three main types of publications provide research information on corporate prospects: corporate directories, such as the Taft Corporate Giving Directory, which provide individual profiles on corporate giving programs; registers such as Standard & Poor's Register of Corporations, Directors and Executives; and reports published by the company -- the annual report, the proxy statement (giving detailed information on executive remuneration and control of stock), and two reports required by the SEC, the 8-K (quarterly updates) and the 10-K (annual report of financial, proxy, and management information).

As in foundation research, be sure to note which type of corporation you are researching. Companies, corporations, partnerships, subsidiaries, affiliates, parent companies -- all are possible types of business structures. In addition, each of these may be publicly or privately held.

The federal government classifies as publicly held all companies with over $3 million in revenues or 500 or more stockholders. As with foundations, publicly held companies must file an annual report but they file it with the Securities and Exchange Commission rather than the IRS. The U.S. Superintendent of

Documents lists these companies in the annual Directory of Companies Required to File Annual Reports with the Securities and Exchange Commission.

Nine regional SEC offices are repositories for 8-K and 10-K microfiche reports on publicly held companies domiciled in states within the SEC regions (see Table 4, page 74). These reports can be reviewed in the SEC's regional offices during business hours, generally 9:00 a.m. to 5:30 p.m.

Information on publicly held corporations is also available in some public libraries, either by a computerized reference search such as the Lockheed Dialog Search or through a service called Disclosure, Inc. (see bibliography).

Privately held companies are more difficult to research. Federal, state, and local agencies can provide information in some form on privately held companies. All companies -- public and private -- are required to register with the secretary of state, the official agency of state government that licenses businesses to operate within state boundaries. These are helpful first places to start a research effort.

Other sources of information on privately held companies are Standard & Poor's for some larger private companies, state manufacturing directories, published lists from regional and national publications, and articles on individual companies or company officers published in Forbes, Business Week, and The Wall Street Journal.

Monthly publications such as Foundation News and Corporate Giving Watch provide updates on giving trends and identify possible new corporate and foundation prospects. These publications complement the more specialized publications.

Computerized research services provide an additional method of prospect research. The Foundation Center offers computerized data base searches of factual foundation and corporate foundation grant information to members of its Foundation Associates program. There is a charge for these searches.

Corporate and foundation data base searches are also available through the Lockheed Dialog system. Campus and public libraries have access to the Lockheed Dialog Information Retrieval System. Lockheed has computerized over 120 data bases, including the Foundation Directory, the Foundation Grants Index, Oryx Press Grants Database, Disclosure, Biography Master Index, the Encyclopedia of Associations, Economic Information Systems' EIS Industrial Plants and EIS Nonmanufacturing Establishments, the Federal Index, Educational Resources Information Center (ERIC), and Standard & Poor's News. Essentially, any computer terminal with a telephone link can be used to interface with the Lockheed system (call toll-free (800) 227-1960 for more information).

In addition you can use the computer to compile research from public records and for record-keeping and report making in a prospect research system.

If you are not yet involved in computerized research, you can apply the information in this chapter to your manual system. If you are contemplating moving into a computerized research system, specialists in computer programming can help you set up and utilize the prospect research, records, and reporting system outlined in this chapter.

While budgets and methods of doing prospect research vary from institution to institution, all have in common the need for convenient, accessible, and thorough information on corporate and foundation prospects.

Managing the information: Forms, files, and formats

The primary purpose of collecting this information is to share it with your institution's fund-raising staff, faculty, top administrators, president, and trustees. To that end, you need to develop forms, files, and formats to transmit your research efforts, and several samples are given here. (See Chapter 14 for more forms.)

You can use a corporate/foundation evaluation form to record the research data you accumulate. Figures 9 and 10 show a standard form meant to include the following information on a foundation prospect: foundation contact; distribution limits of awards; operating procedures of the foundation; key alumni or other contacts in the foundation; officers of the foundation; past awards of the foundation to the institution; and financial information on the foundation, including market value of assets, disbursements, and recipients and size of awards.

Information for a corporate prospect should include: corporate contact; major products or services; acquisitions, mergers, subsidiaries, or parent company; sales, earnings, profit volume; number and location of employees; principal officers/titles and major affiliations of the corporate and trustee bodies; key alumni in the corporation; and profile of corporate philanthropy including matching gifts and total educational grants and sizes.

You will need to set up files to store information, data, and materials on past and future prospects. IRS 990 forms, newspaper clippings, annual reports, correspondence, and proposals can be included in free-standing vertical files. The corporate/foundation evaluation form can serve as the basis for data collected in the file on each prospect.

You can also develop word-processing and computer formats to summarize your data. These formats can be designed to rank new corporate and foundation prospects by various criteria, such as match with institutional program, institutional readiness to solicit a gift or to present a proposal, or size of corporate or foundation assets (see Figure 11).

Decoding the data. Collecting the data is one thing; understanding it is another. Deciphering a corporate 8-K, 10-K, proxy statement, or a foundation IRS 990 requires reading, decoding, and analysis skills. By relating information decoded from one research document to another, you can interpret -- not merely disseminate -- information on prospects.

The foundation IRS 990 lists the market value of assets, officers of the foundation, range and size of awards, and types and locations of institutions receiving awards. The skilled researcher can use information such as this to identify trends in support of institutions (public, research, scientific, out-of-state), as well as an increase or decrease in size of gifts, growth or decline of foundation assets over time, or extension of gifts into an emerging and unannounced new program area. The researcher can also determine the relationships of the people within a foundation (staff, board, or family) to

Figure 9

CORPORATE/FOUNDATION EVALUATION FORM DATE _____

Corporation/Foundation Name: Home Office Address: Phone: Chief Executive Officer: Title: Secretary:	Regional/Local Office Address: Phone: Name and Title of Regional/Local Manager: Name and Address of Company/Foundation:	Summary of Educational Grant: Areas of Interest Related to Activities at Georgia Tech:
Subsidiaries/Parent Company:	Name and Title of Officer in Charge:	Gifts to Other Institutions: Date Amount Institution
Nature of Business:	Other Key Officials of Company/Foundation:	
Other Key Officials w/Georgia Tech Contact:	Assets of Company/Foundation (FY_____): Total Grants: Number: Range of Grants:	
Number of Georgia Tech Alumni:	Average Grant:	Record of Gifts to Georgia Tech: Date Amount Institution
Earnings: (Fortune Rank: _____ in _____) Year Sales Profit	Annual Report Available: Record of Activities with Georgia Tech:	
Employees:	Co-op Program: Continuing Education: Research Volume: Other (CLP, CAP, etc.):	

Figure 10

GEORGIA TECH CULTIVATION RECORD

(Mailings, correspondence, personal contacts, responses, etc.)

Date	Nature of Communication

55

Miscellaneous Information and Remarks:

Figure 11

RANK ORDER OF MARKET ASSETS OF NATIONAL FOUNDATIONS
February 1983

BEST COPY AVAILABLE

	FOUNDATION/FY	MARKET ASSETS	OFFICER TO CONTACT	TOTAL GIFTS IN FY	AREA OF SUPPORT
1.	Ford Foundation 1979	$2,435,079,000	Franklin A. Thomas President 320 East 43rd Street New York, NY 10017	$85,573,048	Higher education
2.	Robert Wood Johnson 1980	1,027,530,645	David E. Rogers, M.D. President P.O. Box 2316 Princeton, NJ 08540	46,400,000	Health care
3.	Rockefeller Foundation 1980	1,000,890,354	Richard W. Lyman President 1133 Avenue of the Americas New York, NY 10036	32,294,771	Higher education
4.	John D. and Catherine T. MacArthur Foundation 1980	934,939,725	Dr. John E. Corbally President Suite 700 140 South Dearborn Chicago, IL 60603	45,271,101	Higher education
5.	W.K. Kellogg Foundation 1981	746,019,986	Russell G. Mawby President 400 North Avenue Battle Creek, MI 49016	59,718,409	Agriculture, education, health care
6.	Kresge Foundation 1980	655,408,031	Alfred H. Taylor, Jr. President P.O. Box 3151 2401 West Big Beaver Road Troy, MI 48084	36,183,000	Challenge grants for buildings/ higher education
7.	Carnegie Corporation 1979	295,412,432	David A. Hamburg President 437 Madison Avenue	12,284,722	Education

the people who receive awards. The observant researcher knows that the basic rule of fund raising, "people give to people," applies to corporation and foundation gifts just as much as it does to individual gifts and bequests.

Decoding corporate information allows the researcher to draw conclusions about the corporation's cash flow; its short-term and long-term debt; the ratio of current assets to current liabilities; its share of stock, including common stock, and the value and net worth of the stock; the rank of price per share by quarters over time; the price of dividends per share and the relationship of dividends to profit or loss of the corporation; the product lines of the corporation and the condition of the economy in relation to these products; the relationship to the institution of stockholders listed in the proxy statement; and, if corporate foundations or family foundations are connected in any way, the interlinking of information in the annual report, the proxy statement, and the IRS 990.

Decoding skills also come into play when research information presented in an annual report, a proxy statement, and an IRS 990 form requires analysis, comparison, interpretation, and recommendation for future action. The following memorandum illustrates decoding of corporate and foundation research:

MEMORANDUM IN CONFIDENCE

TO: Deans, Vice Presidents

FROM: Prospect Researcher

RE: ABC Corporation Research

I enclose a copy of the proxy statement of the ABC Corporation reporting on the status of the organization as of April 15, 1985. Also enclosed is a copy of the company's 1984 annual report. Together the reports give us an important view of the relationship between assets of the foundation and operations of the company.

The annual report confirms your view that the ABC Corporation is a tightly controlled operation. The company is in an excellent cash position, has no short-term debt, and, most importantly, in recent years the ratio of current assets to current liabilities increased from 3:1 to 6:1.

According to the proxy statement, the ABC Foundation owns 709,452 shares of the ABC Corporation. The foundation owns 24.7 percent of the common stock of the ABC Corporation, which had a net worth of $46.9 million as of December 31, 1984.

The book value of the foundation's 24.7 percent interest was therefore $11.6 million at year end 1984. During the last quarter of calendar year 1984, the stock of the ABC Corporation was sold over the counter at prices ranging from $13.00 to $13.75 per share. The high for the year was $17.25 in the second quarter and the low $10.50 in the first quarter.

The four quarterly dividends were $.16, $.16, $.16, and $.18 per share. The annual report indicated that business began to decline in the fourth quarter of 1984 and no improvement was foreseen during 1985.

The company sells and distributes school supplies and has minor manufacturing operations. It has been in operation for 38 years and has over 600 employees in states throughout the Northeast from Maine to Delaware with major operations and headquarters in Bangor.

The foundation has other assets that were probably provided with its ABC Corporation dividends so that its total assets in 1984 were reported as exceeding $13 million. It received in excess of $400,000 in dividends in 1984. If we assume that its assets other than ABC stock are cash or cash equivalents, then the foundation could afford a $1 million gift to our school. However, such a gift would seem to foreclose other giving for a one- or two-year period unless the foundation sold its ABC stock, which it is very unlikely to do.

The proxy statement lists Allen Smith and Mary Reynolds, both graduates of our institution, as directors of the ABC Corporation. Please refer to the attached 1985 proxy statement and the 1984 annual report.

Grid management of research information. One of the major goals of prospect research is to eliminate quickly those prospects whose interests do not match institutional goals and to identify a finite number of corporation and foundation prospects on which to conduct in-depth research. Grid management of research information is one technique for organizing material uncovered in prospect research. The grid imposes a format to reduce to a finite number the corporate and foundation prospects that relate to the institution's needs and programs. (See Figure 12.)

On the vertical axis of your grid, list your institution's needs in priority order: scholarships, fellowships, equipment for laboratories, endowed chairs, and so on. On the other axis, list those foundations and corporations that fund these priorities or those where trustee interest could direct a gift to your institution. These are your best prospects.

In this initial phase of prospect research, your sources should include indexes of directories by types of institutional need, compilations of types of awards such as COMSEARCH Printouts, and periodic listings of types of awards and institutions receiving awards as in Philanthropic Digest, The Chronicle of Higher Education or Education USA, and Foundation Bimonthly Index of Grant Support. (See references at the end of this chapter for a more complete listing of research sources.)

Initial research should eliminate large numbers of prospects whose interests or priorities do not match your institution's programs. When a match is not possible, the prudent researcher immediately moves on to the next prospect.

Another dimension that the grid management format can impose is geographical. Will a geographic factor eliminate an institution from consideration for funding? Corporations frequently give priority to institutions located in cities and towns where they have corporate operations.

Figure 12

CORPORATE AND FOUNDATION PROSPECTS RELATED TO INSTITUTIONAL NEED
(1983-84)

Institutional Need	Random Inc.	Boice Co.	CBA Trust	D&R Fund	Trust Corp.	Joyce Corp.	Still Fdn.	Rich Corp.	Will Trust	RD Corp.	Smith Fdn.	General Corp.	Adult Fund	Concrete Fdn.	First Trust	ABC Company
	Corporation/Foundation Priority															
Robotics Program		X							X							X
Endowed Chair				X		X									X	X
Scholarships					X			X				X				
Fellowships		X			X					X						
Computers					X										X	
Laboratory Equip.	X		X	X		X	X		X		X		X		X	

Foundations also include geographic considerations in funding decisions. General purpose foundations, for the most part, make national awards. Family and community foundations make awards within geographical limits. The prospect researcher needs to understand the importance of geographical limits as he or she identifies top corporate and foundation prospects.

The role of the trustee in funding decisions is important to research. Grid management is a useful tool for identifying key corporate leaders who will be asked to serve as advocates for corporate requests and key foundation trustees whose influence will be important in successful foundation initiatives for your institution.

The grid management format should also identify institutional ties with corporations and foundations, such as product compatibility with academic programs, research interests in common, geographic ties, and trustee and corporate leadership.

Use of grid management can do much to refine the research effort and identify key corporate and foundation prospects for further in-depth research.

Rolling calendars on corporate and foundation prospects. Written proposals are the primary means of transmitting information from an institution to a corporate or foundation funding source. Timing is very important here. The period during which the corporation or foundation receives the proposal will determine when a proposal is submitted for trustee or director review.

For this reason, prospect researchers need a rolling calendar -- a management tool which organizes information about deadlines, content, format, and the corporate or foundation officer who should receive the proposal. Simple in format, the rolling calendar enables researchers to plan the amount of time needed to research, coordinate, write, and present a proposal for funding consideration. It also assists the researcher in managing several proposal initiatives during the same quarter and calendar year.

The details of a rolling calendar vary according to institutional needs. The rolling calendar in Figure 13 summarizes foundation and corporate contact, board meetings, deadline for receipt of proposals, and format for presenting proposals.

The primary purpose of the rolling calendar is to enable the prospect researcher to schedule all the work involved in the research and preparation of the proposal as well as to manage preparation of several proposals at one time.

Rolling calendars should include information on the institution's top 50 to 100 corporate and foundation prospects and should be monitored in such a way that 50 to 100 prospects can be moved through the research-to-proposal stage as appropriate work on each prospect proceeds.

Sharing and routing research information. Research developed on corporate and foundation prospects has value only if it is shared and routed in such a way that it results in fund-raising action. Information generated by the prospect researcher should pass to development officers or faculty members who write the proposal, or to board members who call on corporate or foundation prospects or speak on behalf of the project with decision makers at the funding source.

To ensure that the information you develop is used, you will need to apply management techniques to the sharing and routing of prospect research information. One method is through a peer review process -- a committee of faculty and key administrators. This committee can provide the researcher with information on new academic and research initiatives that might be related to corporate and foundation interests. It can also serve a clearance function in making sure that orderly plans are set in motion to request funds from corporations and foundations.

In addition, the committee can rate or rank prospects in regard to the timing of initiatives and the capacity to give. Committee members should rate corporate and foundation prospects as "A," "B," or "C" prospects. "A" prospects are those that should be solicited within the next six months with a request at the highest level of your table of gifts; "B" prospects should be solicited within 12 months with a request in the mid-range of the gift table; and "C" prospects should be solicited within 24 months for smaller gifts.

You should also work with development officers and faculty to create one-page summaries of academic, research, fellowship, scholarship, and equipment needs to be compiled into a volume of "Programs for Private Support." Information on these programs can then be developed into a grid management format and used to identify key corporate and foundation funding prospects.

With the help of key development and faculty members, trip reports, telephone conversation summaries, and strategy papers can be developed in order to share

Figure 13

MAJOR STATE FOUNDATIONS' BOARD MEETINGS AND PROPOSAL DEADLINES

	FOUNDATION	OFFICER	BOARD MEETINGS	DEADLINE	APPROXIMATE NO. OF PROPOSALS
1.	April Foundation ($3,094,241)	John Frank	Annually	December	Letter/1 proposal
2.	United Foundation of Atlanta ($8,700,762)	Lilly Moore	Quarterly	15 December, March, June, September	Letter/1 proposal
3.	J. P. Hope ($10,745,369)	Ryan Hope	Quarterly	Jan., March, June, September	Letter/2 copies
4.	Everready ($80,690,200)	T. R. Smith	Quarterly	End of month before Jan., April, July, October	Letter/1 copy
5.	T & Q Fund ($330,334)	Jack Bridges	Semiannually	September	Letter/1 copy
6.	Red Green Foundation	Sam Atkinson	Semiannually	July, January	Form Request
7.	Community Enterprises ($2,742,207)	Jim Holmes	--	--	
8.	Scottish (Alexander P.) ($4,693,693)	Sara O'Neill	Quarterly	Jan., April, July, October	Grant Application Letter
9.	Lorrie Shell Warren ($16,093,113)	Jill Osborne	Semiannually April and November	Jan., September	Letter/1 copy

pertinent information. All of this activity is carried out in preparation for submitting a written proposal to a corporation or foundation.

Before the institution prepares a proposal, the prospect researcher should identify alumni or board members who are decision makers within the target corporation or foundation or who have personal contact with the decision makers in a corporate or foundation funding program. Corporate proposals generally require high-level employees who will advocate for funding within the corporation. Key staff members, key family members, or key trustees are vital to the success of foundation initiatives as well.

The sharing and routing of information nears completion as a proposal is funded, institutional representatives are informed, and corporate or foundation representatives are thanked and recognized. The prospect researcher often has major responsibilities for recording gift information in appropriate files and formats for use in a later gift solicitation as well as ensuring that appropriate thank-you letters are written.

Coordinating prospect development

Coordinating prospect research through the proposal submission phase requires an effective monitoring system. A corporate/foundation flow chart is one such method. Figure 14 presents an action-oriented flow chart that keeps paperwork to a minimum. The chart lends itself to monthly summaries and allows new projects to be added continuously to the list. This part of the tracking system monitors a project through Phase I -- from initial research to proposal submission.

The flow chart identifies sequential or nearly sequential steps for developing and tracking prospect research activities. These include the following:

1. Activation of initial research phase: by faculty, development staff, or prospect researcher.

2. Telephone contact: by prospect researcher, faculty, or development staff to verify current giving information.

3. Corporate/foundation contact: by faculty and/or development staff.

4. Follow-up letter: by faculty and/or development staff.

5. Meeting with funding source: follows initial contact.

6. Letter of inquiry: this can replace personal faculty or development staff visit.

7. Request for full proposal: previous steps have paved the way for the funding source to invite a full proposal to be submitted. Proposals are generally never sent unsolicited.

8. Proposal submitted: follow-through activities planned if project is funded. New cultivation activities possible if project is not funded.

Figure 14

PHASE I: INITIAL RESEARCH TO PROPOSAL SUBMISSION

Corporate/Foundation Projects

Corporation/ Foundation	Initial Research	Telephone Contact	Foundation Visit	Follow-up Letter	Faculty Contact	Faculty Meeting	Letter of Inquiry	Request for Full Proposal	Proposal Submitted

Phase II tracks a proposal from funding stage to recognition activities for corporate or foundation sponsors. Figure 15 identifies the types of activities included in this phase, including acknowledgement letters, press releases, progress reports, final reports, and recognition activities.

Case studies on corporation and foundation prospect research

To help you test the principles suggested in this chapter, we present three case studies involving a publicly held corporation, a privately held corporation, and a private foundation. As you read the case studies, refer to the planning, research, and management techniques outlined above, including:

* research on the institution's priorities;
* references from the office research library and auxiliary research sources;
* forms, files, and formats;
* decoding the data;
* grid management of prospect research, including match between institutional needs, geographical location, trustee support and advocacy, and corporate product compatibility with academic and research programs;
* rolling calendars on corporate and foundation prospects;
* sharing and routing research information, especially involving alumni in rating corporate and foundation prospects, and faculty in developing proposals; and
* tracking prospect and proposal development, from activating initial research to recognizing corporate and foundation donors.

1. Prospect research on a publicly held corporation

Professor Rose Moore, a widely acclaimed expert in mechanical engineering, has developed a plan for a new academic program in undergraduate mechanical engineering at Lincoln State University, a public institution in Illinois that enrolls 20,000 undergraduates and 3,000 graduate students. Her program requires equipment, especially computer-aided design and computer-aided manufacturing systems equipment (CAD/CAM). The pilot program has a budget of $250,000, with an additional $200,000 required for equipment. Primary costs associated with the program are faculty released time for curriculum development, fringe benefits for personnel costs, indirect costs for laboratory use, and equipment expenses for CAD/CAM terminals.

Which references would you consult to identify a match between this academic program and the interests of a publicly held corporation? Which publicly held corporations would support such a program?

What corporate products relate to this program in mechanical engineering? What corporations, corporate foundations, parent companies, or subsidiaries? Which corporations manufacture the equipment needed for the laboratory? What alumni contacts does your institution have at the top of these corporations?

What steps would you take to share information from initial prospect research with development staff members, faculty, key alumni, the president, and trustees?

What other steps would you take to ensure that the research conducted on this prospect moves from the initial stage to the submitted proposal stage?

Figure 15

PHASE II: FUNDING THROUGH RECOGNITION

Corporate/Foundation Projects

Date Proposal Funded	Acknowledgement Letter	Press Release	Progress Report #1	Progress Report #2	Final Report	Recognition Activity

2. Prospect research on a privately held corporation

John Jones, an alumnus of Portland Tech, a private senior college enrolling 5,000 students in Oregon, founded a hotel-motel operation and franchising organization, which has locations in 10 Northwestern states. Great State Inns of America, Inc. is a privately held corporation headquartered in Portland and estimated to have annual revenues of between $150 and $199 million. The firm has 300 stockholders. The college has a growing program in hotel-motel management and plans to develop a four-year degree program and to endow a professorship in hotel-motel franchise operations. An award of $800,000 is needed to endow the proposed "Great State Inns' Professorship of Hotel-Motel Franchising" and to develop the academic program.

How would you begin to research this privately held corporation?

Which prospect research references and sources would you likely find to be most directly helpful?

What techniques would you use to determine how much stock John Jones controls in Great State Inns of America, Inc., the value of that stock, and his liquid asset position in regard to making a gift of $800,000 to Portland Tech?

What management techniques would you use to develop the project from the research phase to the proposal stage?

If the project is funded, what tracking techniques would you follow from funding phase to recognition activity phase?

3. Prospect research on a private foundation

Professor Hedley Smith, an English department faculty member, would like to receive foundation support for his research specialty, "An Empirical Study of Literary Criticism from a Technical Writer's Point of View." Professor Smith teaches undergraduate English courses in technical writing and literary criticism at Austin College in Massachusetts. Nearly 100 years old, Austin is a public, four-year college that enrolls 450 students in undergraduate liberal arts programs. For this research, Professor Smith seeks $15,000 a year for three years. Expenses related to his project include travel, publication, computer time, and materials duplication costs. He has published 15 books in the technical writing area. The proposed book will be his first venture into the field of literary criticism.

Which references would you consult to identify a match between this research project and national, regional, and local foundation interests?

Which foundations seem likely to have an interest in the proposed research study? Which foundations would be eliminated because of other factors -- college's location, its liberal arts curriculum, etc.?

What potential relationships between the project and a foundation's priorities -- other than the obvious relationships to the humanities and postdoctoral fellowship support -- should be developed in the solicitation strategy?

What other steps would you take to develop this project beyond the initial prospect research stage to the program stage?

Summary

Prospect research on corporations and foundations is a major factor in the success of an educational institution's fund-raising program. Commitment to an organized prospect research effort will correlate with an increase in corporate and foundation support. Enlightened self-interest suggests that educational institutions will benefit from an organized, thorough, and continuous program of corporate and foundation prospect research.

REFERENCES

The following is a list of sources for prospect research on corporations and foundations. (The bibliography contains information on ordering many of these reference materials.)

I. Foundation research references

A. Foundation Center regional libraries -- one in each state, plus Mexico and Puerto Rico (see Table 3, page 70)

B. Foundation Center Associates Program -- specialized research services for $250 annual fee

C. Computerized data base searches
1. Foundation Center Associates Program
2. Lockheed Dialog Information Retrieval Service

II. Foundation prospect research references

A. Index of foundation grants by type of award
1. COMSEARCH Printouts -- 70 subject categories
2. Foundation Grants Index Annual -- 20,000 awards indexed by key words, phrases, recipient, subject, geographic location
3. Foundation Bimonthly Index of Grant Support -- 2,000 grants indexed by key words, phrases, recipient, geographic location
4. National Data Book -- entries for all 23,000 active grant-making foundations

B. Directories of foundations by subject and interest
1. The Foundation Center Source Book Profiles -- 1,000 largest foundations indexed by subject, type of support, geographic location
2. The Foundation Directory -- 4,063 largest foundations indexed by field of interest, state, and city
3. Taft Foundation Reporter -- 300 major foundations indexed by state, interest, types of grants, alumni who are trustees or officers
4. Specialized funding directories -- National Directory of Arts Support by Private Foundations, etc.
5. General funding directories -- Where America's Large Foundations Make Their Grants, The Foundation 500, etc.
6. State or local foundation directories -- 53 area foundation directories, published by state and region of location of funding source

C. Public domain information
   1. Foundation annual reports -- 450 largest foundations
   2. IRS 990 returns -- all foundations required by law to file annually
   3. IRS 1041-A -- all charitable trusts required by law to file annually
   4. Foundation news releases, brochures, newsletters

D. Periodicals about foundations
   1. Taft Foundation Giving Watch
   2. Taft Nonprofit Executive
   3. The Grantsmanship Center News
   4. Foundation News
   5. Philanthropic Digest (Brakeley, John Price Jones)
   6. Giving USA (American Association of Fund-Raising Counsel)
   7. The Chronicle of Higher Education
   8. Education Week
   9. Change: The Magazine of Higher Education
   10. News Monitor of Philanthropy

III. Corporate research references

A. Securities and Exchange Commission regional libraries: There are nine in the nation where microfiche copies of 8-K and 10-K corporate reports for publicly held corporations domiciled in states in the region can be read (see Table 4, page 74)

B. Computerized data base searches
   1. Foundation Center Associates Program -- data base searches of 605 corporate foundations, as well as Xerox copy services from corporate directory materials in the center's library
   2. Lockheed Dialog Information Retrieval Service

IV. Corporate prospect research information

A. Index of corporate grants by type of award
   1. Forbes Corporate 100: The Directory of Corporate Philanthropy
   2. The CFAE Case Book -- 196 leading companies indexed by budgets and allocations programs
   3. COMSEARCH Printouts -- 70 subject categories listing corporate foundations
   4. Corporate Report Fact Book -- publicly held and privately held corporations indexed by regional branch operations

B. Directories of corporations by subject and interest
   1. National Directory of Corporate Charity
   2. Directory of Companies Required to File Annual Reports with the Securities and Exchange Commission (under the SEC Act of 1934)
   3. Corporate 500: The Directory of Corporate Philanthopy -- corporate profiles and giving interests
   4. CASE's Guide to the Administration of Matching Gift Programs; CASE's Matching Gift Details
   5. Corporate Support of Higher Education

6. Directory of Corporate Affiliations: "Who Owns Whom," The Family Tree of Every Major Corporation in America
7. Directory of Directories
8. Dun & Bradstreet Million Dollar Directory
9. Moody's Industrial Manual
10. Standard & Poor's Register of Corporations, Directors and Executives
11. Taft Corporate Information System
12. Taft Trustees of Wealth

C. Public domain information
1. Corporate annual reports -- 8-K, 10-K, proxy statements
2. Corporate news releases, brochures, newsletters
3. Federal, state, local records of privately held corporations
4. Secretary of state, chamber of commerce, small business administration officer for information on privately held corporations

D. Periodicals about corporations
1. The Business Periodical Index
2. F&S Index of Corporations
3. The Wall Street Journal Index
4. Forbes
5. Fortune
6. Harvard Business Review
7. The Wall Street Journal
8. Taft Corporate Giving Watch
9. Taft Nonprofit Executive

Table 3

THE FOUNDATION CENTER NETWORK

WHERE TO GO FOR INFORMATION ON FOUNDATION FUNDING
REFERENCE COLLECTIONS OPERATED BY THE FOUNDATION CENTER

●The Foundation Center
79 Fifth Avenue
New York, New York 10003
212-620-4230

●The Foundation Center
1001 Connecticut Avenue, NW
Washington, D.C. 20036
202-331-1400

●The Foundation Center
Kent H. Smith Library
1442 Hanna Building
1422 Euclid Avenue
Cleveland, Ohio 44115
216-861-1933

●The Foundation Center
312 Sutter Street
San Francisco, California 94108
415-397-0902

COOPERATING COLLECTIONS

ALABAMA

●Birmingham Public Library
2020 Park Place
Birmingham 35203
205-226-3600

Huntsville-Madison County Public Library
108 Fountain Circle
P.O. Box 443
Huntsville 35804
205-536-0021

●Auburn University at Montgomery Library
Montgomery 36193
205-271-9300 ext. 653

ALASKA

●University of Alaska, Anchorage Library
3211 Providence Drive
Anchorage 99504
907-786-1848

ARIZONA

●Phoenix Public Library
Social Sciences Subject Department
12 East McDowell Road
Phoenix 85004
602-262-4782

●Tucson Public Library
Main Library
200 South Sixth Avenue
Tucson 85701
602-791-4393

ARKANSAS

●Westark Community College Library
Grand Avenue at Waldron Road
Fort Smith 72913
501-783-4241

●Little Rock Public Library
Reference Department
700 Louisiana Street
Little Rock 72201
501-370-5950

CALIFORNIA

Inyo County Library--Bishop Branch
210 Academy Street
Bishop 93514
619-872-8091

●California Community Foundation
Funding Information Center
1151 West Sixth Street
Los Angeles 90017
213-413-4719

●Community Foundation for Monterey County
420 Pacific Street
Monterey 93942
408-375-9712

California Community Foundation
4050 Metropolitan Drive
Orange 92668
714-937-9077

Riverside Public Library
3581 7th Street
Riverside 92501
714-787-7201

California State Library
Reference Services, Rm. 309
914 Capital Mall
Sacramento 95814
916-322-0369

●San Diego Community Foundation
625 Broadway, Suite 1015
San Diego 92101
619-239-8815

●The Foundation Center
312 Sutter Street
San Francisco 94108
415-397-0902

Orange County Community Development Council
1440 East First Street, 4th Floor
Santa Ana 92701
714-547-6801

●Santa Barbara Public Library
Reference Section
40 East Anapamu
P.O. Box 1019
Santa Barbara 93102
805-962-7653

Santa Monica Public Library
1343 Sixth Street
Santa Monica 90401-1603
213-458-8603

Central Sierra Arts Council
229 South Shepherd Street
Sonora 95370
209-532-2787

North Coast Opportunities, Inc.
101 West Church Street
Ukiah 95482
707-462-1954

COLORADO

Pikes Peak Library District
20 North Cascade Avenue
Colorado Springs 80901
303-473-2080

●Denver Public Library
Sociology Division
1357 Broadway
Denver 80203
303-571-2190

CONNECTICUT

●Hartford Public Library
Reference Department
500 Main Street
Hartford 06103
203-525-9121

D.A.T.A.
880 Asylum Avenue
Hartford 06105
203-278-2477

D.A.T.A.
81 Saltonstall Avenue
New Haven 06513
203-776-0797

DELAWARE

●Hugh Morris Library
University of Delaware
Newark 19717-5267
302-451-2965

FLORIDA

●Jacksonville Public Library
Business, Science, and Industry Department
122 North Ocean Street
Jacksonville 32202
904-633-3926

●Miami-Dade Public Library
Florida Collection
One Biscayne Boulevard
Miami 33132
305-579-5001

●Orlando Public Library
10 North Rosalind
Orlando 32801
305-425-4694

●University of West Florida
John C. Pace Library
Pensacola 32514
904-474-2412

Selby Public Library
1001 Boulevard of the Arts
Sarasota 33577
813-366-7305

●Leon County Public Library
Community Funding Resources Center
1940 North Monroe Street
Tallahassee 32303
904-478-2665

Palm Beach County Community Foundation
324 Datura Street, Suite 311
West Palm Beach 33401
305-659-6800

GEORGIA

●Atlanta-Fulton Public Library
Ivan Allen Department
1 Margaret Mitchell Square
Atlanta 30303
404-688-4636

HAWAII

● Thomas Hale Hamilton Library
General Reference
University of Hawaii
2550 The Mall
Honolulu 96822
808-948-7214

Community Resource Center
The Hawaiian Foundation
Financial Plaza of the Pacific
111 South King Street
Honolulu 96813
808-525-8548

IDAHO

● Caldwell Public Library
1010 Dearborn Street
Caldwell 83605
208-459-3242

ILLINOIS

Belleville Public Library
121 East Washington Street
Belleville 62220
618-234-0441

DuPage Township
300 Briarcliff Road
Bolingbrook 60439
312-759-1317

● Donors Forum of Chicago
208 South LaSalle Street
Chicago 60604
312-726-4882

Evanston Public Library
1703 Orrington Avenue
Evanston 60201
312-866-0305

● Sangamon State University Library
Shepherd Road
Springfield 62708
217-786-6633

INDIANA

Allen County Public Library
900 Webster Street
Fort Wayne 46802
219-424-7241

Indiana University Northwest Library
3400 Broadway
Gary 46408
219-980-6580

● Indianapolis-Marion County Public Library
40 East St. Clair Street
Indianapolis 46204
317-269-1733

IOWA

● Public Library of Des Moines
100 Locust Street
Des Moines 50308
515-283-4259

KANSAS

● Topeka Public Library
Adult Services Department
1515 West Tenth Street
Topeka 66604
913-233-2040

● Wichita Public Library
223 South Main
Wichita 67202
316-262-0611

KENTUCKY

Western Kentucky University
Division of Library Services
Helm-Cravens Library
Bowling Green 42101
502-745-3951

● Louisville Free Public Library
Fourth and York Streets
Louisville 40203
502-584-4154

LOUISIANA

● East Baton Rouge Parish Library
Centroplex Library
120 St. Louis Street
Baton Rouge 70821
504-389-4960

● New Orleans Public Library
Business and Science Division
219 Loyola Avenue
New Orleans 70140
504-596-2583

● Shreve Memorial Library
424 Texas Street
Shreveport 71101
318-226-5894

MAINE

● University of Southern Maine
Center for Research and Advance Study
246 Deering Avenue
Portland 04102
207-780-4411

MARYLAND

● Enoch Pratt Free Library
Social Science and History Department
400 Cathedral Street
Baltimore 21201
301-396-5320

MASSACHUSETTS

● Associated Grantmakers of Massachusetts
294 Washington Street
Suite 301
Boston 02108
617-426-2608

● Boston Public Library
Copley Square
Boston 02117
617-536-5400

Walpole Public Library
Common Street
Walpole 02081
617-668-5497 ext.340

Western Massachusetts Funding Resource Center
Campaign for Human Development
Chancery Annex
73 Chestnut Street
Springfield 01103
413-732-3175 ext.67

● Grants Resource Center
Worcester Public Library
Salem Square
Worcester 01608
617-799-1655

MICHIGAN

● Alpena County Library
211 North First Avenue
Alpena 49707
517-356-6188

University of Michigan—Ann Arbor
Reference Department
209 Hatcher Graduate Library
Ann Arbor 48109-1205
313-764-1149

● Henry Ford Centennial Library
16301 Michigan Avenue
Dearborn 48126
313-943-2337

● Purdy Library
Wayne State University
Detroit 48202
313-577-4040

● Michigan State University Libraries
Reference Library
East Lansing 48824
517-353-9184

● Farmington Community Library
32737 West 12 Mile Road
Farmington Hills 48018
313-553-0300

● University of Michigan-Flint Library
Reference Department
Flint 48503
313-762-3408

● Grand Rapids Public Library
Sociology and Education Dept.
Library Plaza
Grand Rapids 49502
616-456-4411

● Michigan Technological University Library
Highway U.S. 41
Houghton 49931
906-487-2507

MINNESOTA

● Duluth Public Library
520 Superior Street
Duluth 55802
218-723-3802

● Southwest State University Library
Marshall 56258
507-537-7278

● Minneapolis Public Library
Sociology Department
300 Nicollet Mall
Minneapolis 55401
612-372-6555

Rochester Public Library
Broadway at First Street, SE
Rochester 55901
507-285-8002

Saint Paul Public Library
90 West Fourth Street
Saint Paul 55102
612-292-6311

MISSISSIPPI

Jackson Metropolitan Library
301 North State Street
Jackson 39201
601-944-1120

MISSOURI

● Clearinghouse for Midcontinent Foundations
Univ. of Missouri, Kansas City
Law School, Suite 1-300
52nd Street and Oak
Kansas City 64113
816-276-1176

● Kansas City Public Library
311 East 12th Street
Kansas City 64106
816-221-2685

● Metropolitan Association for Philanthropy, Inc.
5585 Pershing Avenue
Suite 150
St. Louis 63112
314-361-3900

● Springfield-Greene County Library
397 East Central Street
Springfield 65801
417-866-4636

MONTANA

● Eastern Montana College Library
Reference Department
1500 N. 30th Street
Billings 59101-0298
406-657-2262

● Montana State Library
Reference Department
1515 E. 6th Avenue
Helena 59620
406-444-3004

NEBRASKA

University of Nebraska, Lincoln
106 Love Library
Lincoln 68588-0410
402-472-2526

● W. Dale Clark Library
Social Sciences Department
215 South 15th Street
Omaha 68102
402-444-4826

NEVADA

● Clark County Library
1401 East Flamingo Road
Las Vegas 89109
702-733-7810

● Washoe County Library
301 South Center Street
Reno 89505
702-785-4190

NEW HAMPSHIRE

● The New Hampshire Charitable Fund
One South Street
Concord 03301
603-225-6641

Littleton Public Library
109 Main Street
Littleton 03561
603-444-5741

NEW JERSEY

Cumberland County Library
800 E. Commerce Street
Bridgeton 08302
609-455-0080

The Support Center
17 Academy Street, Suite 1101
Newark 07102
201-643-5774

County College of Morris
Masten Learning Resource Center
Route 10 and Center Grove Road
Randolph 07869
201-361-5000 x470

● New Jersey State Library
Governmental Reference
185 West State Street
Trenton 08625
609-292-6220

NEW MEXICO

Albuquerque Community Foundation
6400 Uptown Boulevard N.E.
Suite 500-W
Albuquerque 87110
505-883-6240

● New Mexico State Library
325 Don Gaspar Street
Santa Fe 87503
505-827-3824

NEW YORK

●New York State Library
Cultural Education Center
Humanities Section
Empire State Plaza
Albany 12230
518-474-7645

Bronx Reference Center
New York Public Library
2556 Bainbridge Avenue
Bronx 10458
212-220-6575

Brooklyn in Touch
101 Willoughby Street
Room 1908
Brooklyn 11201
212-237-9300

●Buffalo and Erie County Public Library
Lafayette Square
Buffalo 14203
716-856-7525

Huntington Public Library
338 Main Street
Huntington 11743
516-427-5165

●Levittown Public Library
Reference Department
One Bluegrass Lane
Levittown 11756
516-731-5728

SUNY/College at Old Westbury Library
223 Store Hill Road
Old Westbury 11568
516-876-3201

●Plattsburgh Public Library
Reference Department
15 Oak Street
Plattsburgh 12901
518-563-0921

Adriance Memorial Library
93 Market Street
Poughkeepsie 12601
914-485-4790

Queens Borough Public Library
89-11 Merrick Boulevard
Jamaica 11432
718-990-0700

●Rochester Public Library
Business and Social Sciences Division
115 South Avenue
Rochester 14604
716-428-7328

●Onondaga County Public Library
335 Montgomery Street
Syracuse 13202
315-473-4490

●White Plains Public Library
100 Martine Avenue
White Plains 10601
914-682-0488

NORTH CAROLINA

●The Duke Endowment
200 S. Tryon Street, Ste. 1100
Charlotte 28202
704-376-0291

●North Carolina State Library
109 East Jones Street
Raleigh 27611
919-733-3270

●The Winston-Salem Foundation
229 First Union National Bank Building
Winston-Salem 27101
919-725-2382

NORTH DAKOTA

Western Dakota Grants Resource Center
Bismarck Junior College Library
Bismarck 58501
701-224-5430

●The Library
North Dakota State University
Fargo 58105
701-237-8876

OHIO

●Public Library of Cincinnati and Hamilton County
Education Department
800 Vine Street
Cincinnati 45202
513-369-6940

●The Foundation Center
1442 Hanna Building
1422 Euclid Avenue
Cleveland 44115
216-861-1933

CALLVAC Services, Inc.
370 South Fifth Street
Suite 1
Columbus 43215
614-221-6766

Lima-Allen County Regional Planning Commission
212 N. Elizabeth Street
Lima 45801
419-228-1836

●Toledo-Lucas County Public Library
Social Science Department
325 Michigan Street
Toledo 43624
419-255-7055 ext.221

Ohio University-Zanesville
Community Education and Development
1425 Newark Road
Zanesville 43701
614-453-0762

OKLAHOMA

●Oklahoma City University Library
NW 23rd at North Blackwelder
Oklahoma City 73106
405-521-5072

●The Support Center
525 NW Thirteenth Street
Oklahoma City 73103
405-236-8133

●Tulsa City-County Library System
400 Civic Center
Tulsa 74103
918-592-7944

OREGON

●Library Association of Portland
Government Documents Room
801 S.W. Tenth Avenue
Portland 97205
503-223-7201

PENNSYLVANIA

Northampton County Area Community College
Learning Resources Center
3835 Green Pond Road
Bethlehem 18017
215-865-5358

●Erie County Public Library
3 South Perry Square
Erie 16501
814-452-2333 ext.34

●Dauphin County Library System
Central Library
101 Walnut Street
Harrisburg 17101
717-234-4961

Lancaster County Public Library
125 North Duke Street
Lancaster 17602
717-394-2651

●The Free Library of Philadelphia
Logan Square
Philadelphia 19103
215-686-5423

●Hillman Library
University of Pittsburgh
Pittsburgh 15260
412-624-4423

●Economic Development Council of Northeastern Pennsylvania
1151 Oak Street
Pittston 18640
717-655-5581

James V. Brown Library
12 E. 4th Street
Williamsport 17701
717-326-0536

RHODE ISLAND

●Providence Public Library
Reference Department
150 Empire Street
Providence 02903
401-521-7722

SOUTH CAROLINA

●Charleston County Public Library
404 King Street
Charleston 29403
803-723-1645

●South Carolina State Library
Reader Services Department
1500 Senate Street
Columbia 29201
803-758-3138

SOUTH DAKOTA

●South Dakota State Library
State Library Building
800 North Illinois Street
Pierre 57501
605-773-3131

Sioux Falls Area Foundation
404 Boyce Greeley Building
321 South Phillips Avenue
Sioux Falls 57102-0781
605-336-7055

TENNESSEE

●Knoxville-Knox County Public Library
500 West Church Avenue
Knoxville 37902
615-523-0781

●Memphis Shelby County Public Library
1850 Peabody Avenue
Memphis 38104
901-725-8876

●Public Library of Nashville and Davidson County
8th Avenue, North and Union Street
Nashville 37203
615-244-4700

TEXAS

Amarillo Area Foundation
1000 Polk
P. O. Box 2569
Amarillo 79105-2569
806 376-4521

●The Hogg Foundation for Mental Health
The University of Texas
Austin 78712
512-471-5041

●Corpus Christi State University Library
6300 Ocean Drive
Corpus Christi 78412
512-991-6810

●Dallas Public Library
Grants Information Service
1515 Young Street
Dallas 75201
214-749-4100

Pan American University
Learning Resource Center
1201 W. University Drive
Edinburg 78539
512-381-2751

●El Paso Community Foundation
El Paso National Bank Building
Suite 1616
El Paso 79901
915-533-4020

●Funding Information Center
Texas Christian University Library
Ft. Worth 76129
817-921-7000 ext.6130

●Houston Public Library
Bibliographic & Information Center
500 McKinney Avenue
Houston 77002
713-224-5441 ext.265

●Funding Information Library
507 Brooklyn
San Antonio 78215
512-227-4333

UTAH

●Salt Lake City Public Library
Business and Science Department
209 East Fifth South
Salt Lake City 84111
801-363-5733

VERMONT

●State of Vermont Department of Libraries
Reference Services Unit
111 State Street
Montpelier 05602
802-828-3261

VIRGINIA

●Grants Resources Library
Hampton City Hall
22 Lincoln Street, Ninth floor
Hampton 23669
804-727-6496

●Richmond Public Library
Business, Science, & Technology Department
101 East Franklin Street
Richmond 23219
804-780-8223

WASHINGTON

●Seattle Public Library
1000 Fourth Avenue
Seattle 98104
206-625-4881

90

●Spokane Public Library
Funding Information Center
West 906 Main Avenue
Spokane 99201
509-838-3361

WEST VIRGINIA

●Kanawha County Public Library
123 Capital Street
Charleston 25301
304-343-4646

WISCONSIN

●Marquette University Memorial Library
1415 West Wisconsin Avenue
Milwaukee 53233
414-224-1515

●University of Wisconsin-Madison
Memorial Library
728 State Street
Madison 53706
608-262-3647

Society for Nonprofit Organizations
6314 Odana Road
Suite One
Madison 53719
608-274-9777

WYOMING

●Laramie County Community College Library
1400 East College Drive
Cheyenne 82007
307-634-5853

CANADA

Canadian Center for Philanthropy
185 Bay Street, Suite 504
Toronto, Ontario M5J1K6
416-364-4875

ENGLAND

Charities Aid Foundation
12 Crane Court
Fleet Street
London EC4A 2[illegible]
1-583-7772

MARIANA ISLANDS

Northern Marianas College
P.O. Box 1250 CK
Saipan, GM 96950

MEXICO

Biblioteca Benjamin Franklin
Londres 16
Mexico City 6, D.F.
525-591-0244

PUERTO RICO

Universidad Del Sagrado Corazon
M.M.T. Guevarra Library
Correo Calle Loiza
Santurce 00914
809-728-1515 ext.274

VIRGIN ISLANDS

College of the Virgin Islands Library
Saint Thomas
U.S. Virgin Islands 00801
809-774-9200 ext.487

Table 4

SECURITIES AND EXCHANGE COMMISSION
REGIONAL OFFICES

(Repositories for corporate 8-K and 10-K reports in microfiche)

Principal office

450 5th St. NW
Washington, DC 20549

Regional offices

Atlanta:	1375 Peachtree St. NE Suite 788 Atlanta, GA 30367
Boston:	150 Causeway St. Boston, MA 02114
Chicago:	Room 1204 Everett McKinley Dirksen Building 219 South Dearborn St. Chicago, IL 60604
Denver:	Suite 700 410 17th St. Denver, CO 80202
Fort Worth:	411 West 7th St. Fort Worth, TX 76102
Los Angeles:	5757 Wilshire Blvd. Suite 500 East Los Angeles, CA 90036
New York:	Room 1102 26 Federal Plaza New York, NY 10278
Seattle:	3040 Federal Building 915 Second Ave. Seattle, WA 98174
Washington, DC:	Ballston Center Tower #3 4015 Wilson Blvd. Arlington, VA 22203

Chapter 8

CRITICAL CLUES IN FOUNDATION AND CORPORATE RESEARCH

Bobbie J. Strand

Corporations

There is very little true philanthropy in the corporate world; that is, there is little giving that truly reaches beyond the self-interest of the business. Creative presentations that take into account the whole scope of the business's or corporation's interests can be greatly enhanced by careful research.

Knowing where the company's dollars are budgeted can suggest strategy for your institution's request for funding. Is the policy for philanthropic support tight or generous? Often the annual report will make a fairly clear statement about the company's "social responsibility." Gift expenditures will be recorded in the financial reports. An increasing number of businesses are using funds from advertising and marketing budgets to "sponsor" nonprofit organizations and programs in return for the exposure and good will they get by being associated with the organization or project. Research can help identify the corporation's need for this kind of marketing and advertising and determine whether there are appropriate applications of such dollars in the institution.

Image building is one of a corporation's major needs. Funds are often allocated for public relations and public service. Look for ways in which the institution can qualify for support from this area. If there are public services performed by the institution, the business might sponsor these activities. It may be profitable for the corporation to have its name affiliated with the institution. A corporation interested in research and development, which may be provided by your institution, may be willing to support these efforts.

Research should gain as clear an idea as possible of the corporation's funding focus. You can usually determine the philosophy of the operation through the company's printed literature and through material that has been written about it in the communities of its operations. The persons and positions involved in the decision-making process concerning corporate giving should be identified. Other persons in the corporate structure who are related in any way to your institution are of critical importance.

It's also important to note the goals the company has in giving support to various organizations. These will be partially revealed by the reasons the company gives for saying "no." Only by understanding the corporation's intent can your institution hope to present requests for funding in a way that will enable the business to carry out what it intends to do and thus will win positive support.

The corporate giving climate will be determined to a large extent by the status of the business's "social memory." Know the history of the company's development and its historic stance on community concerns. As the founders and their descendants pass out of management, a new attitude may prevail in a once

generous corporation. It is the responsibility of the not-for-profit community to stay abreast of these developments and to stay in tune with management.

The bottom line, then, in successfully attracting corporate support is to meet the needs of the corporation.

* Building good will for the business is one of management's strongest interests.

* Creating the kind of image that will enhance business is a priority.

* Impressing opinion leaders is often important to companies that may be affected by policies set by these persons.

* Reflecting the prestige and status of organizations they support is a consideration of many corporations.

* Being associated with other businesses in "tandem funding" may help some achieve their goals.

* Benefitting employees is critical to most corporations. Funding health care needs will provide better facilities for injured workers. Local educational opportunities can directly affect performance in the workplace. Funding cultural opportunities and other nonprofit operations can enhance the community's quality of life and make it a more attractive place for employees to live.

* In some cases, institutions that seek funding may help provide manpower for the corporation.

* The possibility of shared space may be attractive to corporations that need the use of the kind of facilities your institution has.

* Research carried on in some educational or health care institutions could benefit business.

* The company's need for direct marketing may be served by the institution.

* Corporate leaders may see an opportunity to use your institution to preserve their own values.

* The corporation may wish to influence the institution it supports. This is an area of concern, both to the business and to the institution.

Preparing creative support plans for the alliance of business with education, the arts, health care, social services, and other nonprofit organizations requires the best research efforts.

Foundations

Understanding the type of foundation and the purpose for which it was founded will increase the usefulness of all the other information. Research the guidelines for application carefully and provide proposal writers with exact procedures well in advance of due dates. Even though it is vital to follow

every instruction, the influence of persons friendly to your institution is an important factor. If at all possible, identify a "web" of individuals connecting the foundation to your institution.

Important trends may emerge in the research. Be alert for similarities between your institution and grant recipients. Look for subtle emphases such as a majority of support given for innovative or conservative programs. Be alert for an indication that the organization favors overwhelmingly the funding of groups with whom the officers and managers have ties. A tendency to give to specific and detailed projects may indicate that the officers read proposals very carefully.

In preparation for the foundation appeal, members of the financial community, trustees, and others can help in identifying important personal contacts. Although the official structure should not be overlooked, an alumnus, trustee, or other related individual who sits on the foundation board should be carefully researched. Know their likes and dislikes, strengths and weaknesses, and interests.

Foundations are created to fund projects and institutions that help them fulfill their purpose. Most foundation staff members are anxious to supply information that will enable your institution to do a better job with the preparation of grant requests.

Section 4
Techniques for Better Research

Chapter 9

WRITING A PROSPECT RESEARCH STAFF MANUAL

Betty Taylor Bright
Program Director
Minnesota Center for Book Arts

Bruce William Flessner
Principal
Bentz, Whaley, Flessner & Associates, Inc.

A few years ago the prospect research division at the University of Minnesota Foundation (UMF) finished writing a staff manual, a process that involved many development staff members during a period of six months. That experience forms the basis for this chapter. We do not go into the details of page-by-page production; rather, we outline a general approach that worked well for UMF in pulling information together into a coherent, usable format. Four concerns common to the writing process define our discussion: why write a manual; what role will the manual play; how should the manual be organized; and, finally, how to get started. Each prospect research division will need to adapt our steps to fit its own situation, but we hope our suggestions set the stage for a fast and efficient writing process.

Why write a manual?

Your prospect research division and your development office can benefit from both the process and the product of writing a staff manual. One procedural advantage stems from putting onto paper your division's responsibilities, resources, and procedures. Even if you are just a single-person operation, mapping your research services and your organization's needs clarifies your role for other divisions. Use the process as an opportunity to structure your division the way it works best; then circulate your draft among appropriate staff for their input.

For example, before we wrote our manual, UMF had found updating procedures for our major gift club members to be inconsistent. Writing the manual encouraged the clarification of roles. The research division decided to take responsibility for updating information about major gift club members in exchange for a policy that routed all changes through our division. Passing around a description of the policy to the staff alerted everyone to the procedure, and incomplete updating virtually disappeared.

You will find that other divisions welcome your initiative in setting policy and procedure, and potential problems and possibilities can be discussed immediately. Once questions are resolved, your manual stands as a model of what you provide and where you fit within your organization.

Beyond identifying policies and procedures that establish the role of research in the big picture of operations, writing the manual encourages large divisions to examine existing staff assignments. Are tasks distributed equitably among researchers? Could a part-time student clerk ease your researchers' burden by

picking up a repetitive, time-consuming task? Examination highlights procedural problems, and corrective measures can be easily integrated into departmental goals to be tackled in an organized manner. At Minnesota, we noted our researchers had to spend valuable time filing all of their clippings. Our student clerk integrated those clippings into his receipt-filing procedure, making everyone more productive.

You will also be rewarded with two advantages when you finish your manual. First, you will have an invaluable aid for training new research staff. It saves hours of repeating instructions and answering questions on possible sources and detailed procedures. Be sure to take the time to outline a thorough and efficient research process, identifying the best resources with locations, phone numbers, and contact persons. Then use your manual to its utmost efficiency by referring to it throughout training. (Each researcher should receive a personal copy of the manual to mark or highlight as the need arises.) Your research manual is a primary investment in the future efficiency of your division, ensuring quick and efficient staff transitions.

Beyond the internal division advantages, your manual pays professional development dividends. Circulating key policy sections of the manual among the development staff periodically gives you credibility among your colleagues, presenting a multi-service division that is organized (and complex!) enough to generate a publication detailing policies and procedures. Using the completed manual in orientation sessions with new development staff puts your division's best foot forward from the first. Finally, by including in the manual a list of the current year's goals and a set of future directions for research, you have the opportunity to project your division into the future of your organization and to keep potential growth benefits in the minds of upper management.

What role will the manual play?

Before beginning to write your manual, take the time to consider its most appropriate role for your own situation and needs. Three structural options exist: an internal manual, an external manual, or a mixed manual.

Internal manual. The internal manual details specifics of policy and procedure. Staff members and sources are fully identified. Division reports are reproduced exactly. The internal manual is not copied for outside visitors or curious fellow researchers; it is used only by the organization's staff.

The greatest strength of the internal manual arises from its nature as a user specific tool. Being a detailed source document, it outlines sensitive policy with the utmost clarity (e.g., which information format to use in reports to each manager, who receives copies of confidential reports, and so forth). This type of manual is also the easiest to update, since there are no troublesome concerns with appropriate vs. inappropriate information.

The only weakness of the internal manual is if you foresee any outside demand for it and, if so, whether you can copy sensitive issues for these inquiries. If you have a very small shop and a relatively straightforward manual, the internal format may work just fine.

External manual. The external manual presents all policies and procedures with a view to sharing this information with outside sources. If necessary, sections are rewritten and forms edited.

The strengths and weaknesses of this approach are the reverse of those of the internal manual. If your position demands frequent meeting/orientation sessions with outside constituents, an external format makes sense. Remember, though, that every edit in your policies and procedures diminishes your manual's training effectiveness. You also have to review manual additions with an eye to public scrutiny and, if necessary, run questionable sections by upper management for screening.

UMF chose to adopt this format because it was the most comprehensive and flexible for our needs.

Mixed manual. The introductory section of the mixed manual is geared for outside use and includes a definition of research's role and services within the organization, plus a succinct outline of policies and procedures. The remaining sections are for internal use, including detailed step-by-step procedures, staff descriptions, and examples of forms.

The advantage of the mixed manual is its versatility: It satisfies a need for both a public orientation piece and a concise, specific staff training tool.

Disadvantages of this format echo those of the external format: a greater time investment is required to gear the first section to a broader audience.

How should the manual be organized?

Whether your manual's role is external or internal, the organization of its contents should be comprehensive and concise. We found a seven-part division of contents most helpful:

1. Introduction to research. This is your public statement; take the time to write it well. It should be a series of succinct statements describing your purpose, policies, and procedures. Staff responsibilities can be effectively presented through a percentage breakdown (for example, 40 percent research, 15 percent list maintenance, and so on). This section explains prospect research to the uninitiated audience. A full staff organization chart completes the section.

2. Policy statements. Our policy statements section details research's responsibilities (deadlines for report production, donor file format, and so on) and tackles more sensitive research issues such as privacy of information and assigning priorities to research requests.

3. Procedures. The procedures section forms the bulk of our manual. The first subdivisions detail research steps and resources for individual, corporate, and foundation prospects; the following sections discuss such day-to-day operations as billing procedures, list maintenance, and our prospect management system updating. We also include computer updating steps and proper filing procedures.

4. Yearly objectives. This single-page section lists general objectives for the year.

5. Future directions. Another single page, this "wish list" defines future directions for research. Including these goals in the manual

assures that ideas are not lost and can be reviewed by research at least once a year.

6. Staff descriptions. This section includes succinct details of general job responsibilities, with duties broken into time percentages.

7. Forms. This final section reproduces all of the forms used by research.

How do I get started?

You don't simply roll a clean sheet of paper into the typewriter and start pounding the keys. We recommend that you first do your homework and gather as much information as possible. In that way, once you start writing, the information you've pulled together will suggest the text.

Of the seven suggested manual divisions listed above, four sections nearly write themselves: procedures (essentially the verbatim description of tasks), yearly objectives (these should already be in place), staff descriptions, and forms. You can approach the procedures by describing what each staff member does or by explaining all research tasks in order of importance. (This is what we did, listing prospect research first, then management system maintenance, and so on.) Use the format you believe is most accessible to you or to your staff; then simply transform your outline of tasks into prose.

Two of the sections require time to think and consult with other staff. Writing policy statements and future directions gives you a great opportunity to establish parameters for your service and prescribe guidelines for future expansion and improvements.

We recommend writing the introduction to research section last. It must communicate quickly and clearly what is covered by the scope of your services. As you write, remember to explain your division's activities so that anyone outside the organization can understand what you do and how and why you do it.

These three sections, policy statements, future directions, and introduction to research, should be read by your top management staff for their input, since these sections are the most important on which to have consensus and approval. Here is your chance to sell the services of your prospect research division -- do not neglect the opportunity.

We also recommend using as many supplemental sources as possible in writing the rough draft. In fact, when we were working on the all-important research procedures at UMF, all research staff members drafted a recommended set of steps. Then we merged our notes into a comprehensive research process. Every researcher knows that it's easy to pick up a new source and forget to share it; we found a few treasures hidden within our own notes! But most important, the rough drafts quickly move the writing process beyond the blank page and into specifics.

A few more tips:

* We strongly recommend you edit your manual in a single consistent voice;

future staff will bless you for providing a straightforward and easy-to-understand publication.

* Don't forget the future of your manual; build an update schedule into your calendar every six months or once a year.

* If you have access to a word processor, use it -- updating will be a task that you look forward to rather than avoiding.

* Keep one copy of your manual free of marks in case you need to copy a section.

One final, crucial note: if you want your manual to present a professional picture of your division, you must treat it as a professional publication. Think of the manual as moving out beyond your office walls, and you will see that details make the difference. You will use it more than you can imagine, and you will find it a flexible information tool with a wide application inside and outside your organization.

Chapter 10

TELEPHONE RESEARCH: STRATEGIC TOOL IN FUND RAISING

Mary Kay Murphy

Phonathons are a staple of alumni giving programs. Telephone interviews are standard in publications work. But sometimes, perhaps because of its familiarity, the telephone's potential as a strategic tool in prospect research is overlooked.

As important as a well-written proposal is to the funding effort, in very few cases should it be the first communication that is sent to funding sources. It is more often the last of several cultivation efforts.

Telephone research is a key means of beginning and continuing a fund-raising effort. It enables you to do business directly with both in-town and across-country funding sources.

Advancement officers can benefit from using the telephone at the following key points in the fund-raising process:

1. Brokering projects. Advancement officers are in a pivotal position, serving academic and corporate/foundation communities. Through the telephone, conversations with faculty and with funding sources can be linked, as the advancement officer matches the needs of one group with the interests of the other.

2. Identifying those who have a funding interest. Often, an unsolicited proposal buys time for an advancement officer when he or she is not ready to find out first-hand if a funding source is interested in a project. Such an approach is to be discouraged because it most usually leads to failure -- that is, no funding of a proposal. Telephone research at the beginning of a project can screen the likely from the unlikely funding sources. These calls can save valuable time by targeting the proposal to those who have a genuine interest in reviewing it.

3. Developing name recognition. Telephone calls to funding sources can set up name recognition for the advancement officer and his or her institution. The benefits of this recognition are twofold: First, the advancement officer and his or her institution are set apart from the thousands of others also seeking recognition and funding. Secondly, telephone calls help the officer establish personal contacts within funding sources, people who can be called on at a later date for information and assistance.

4. Updating research information. Corporate and foundation research publications are often out-of-date by the time they are printed. Telephone calls can clarify current funding priorities and update names, titles, telephone numbers, and addresses of key corporate and foundation contacts. Generally, you can get an annual report from a funding source much more quickly through a telephone call than by requesting one by mail.

5. Paving the way for a proposal. An unsolicited proposal, like an unsolicited manuscript, has little chance of success. A telephone call can do much to pave the way for a grant maker to ask for more information on a project. Telephone research can do much to set up an intermediary role for the advancement officer who paves the way for a funding source to invite a preliminary proposal.

6. Involving the funding source. Funding sources are similar to other types of proprietors -- they want to have some role in creating the product they may support. At the early research stage of a project, a telephone call can do much to involve the funding source in creating the product that may develop from his or her investment. This joint product is often better when both grant maker and grant seeker have had a hand in developing it.

7. Sharing information. College and university catalogs are often out-of-date by the time they are printed. Fast-breaking developments, especially those related to new academic or research programs and new top administrative personnel, may be known to only a few key people on campus. When the advancement officer takes the initiative by telephoning a funding source to share information about developments at the institution, new channels of information are opened to the grant maker. Advancement officers perform a service for their institution and for the funding source when they make information about changes in campus priorities and personnel available to funding sources.

8. Saving time and money. Foraging days -- days an advancement officer spends on the road seeking new sources of funding -- have been heavily cut back by the high costs of travel, food, and lodging. Telephone research can give the advancement officer much of the same type of information that he or she once gained through extensive travel. Both grant makers and grant seekers benefit from this cutback in travel. The advancement officer and the institution benefit from more efficient use of their resources, including time and money. Funding sources benefit because their time is spent more productively when they meet with advancement officers whose projects have been introduced by a telephone call and a preliminary proposal.

Personalized communications -- whether on the telephone, in a letter, in a proposal, or in an office visit -- are the key to a successful fund-raising effort.

Advancement officers have two basic options -- they can make a personalized and specific approach to funding sources on a project basis or they can do a mass-produced, wide-sweep approach.

Experienced advancement officers, like professionals in other people-oriented fields, create their own success out of personal contacts with the right people in the appropriate organizations.

More and more, successful advancement officers find the telephone to be a strategic tool in their fund-raising efforts. Of course, the telephone alone cannot ensure success. But combined with other types of communication, use of the telephone at key points is a valuable aid to successful fund raising.

Basically, there are five stages in the fund-raising process, and using the appropriate communications technique at each one is the key to giving a project a life of its own.

1. Research stage. At this stage, the telephone is of major importance. Telephone calls can be used to clarify information on guidelines, deadlines, average award ranges, and other significant factors.

2. Initial contact stage. Personalized contact cannot be achieved with an impersonal cover letter and an unsolicited proposal. Telephone calls are a major means of introducing an advancement officer, the institution, and the project. If this call is successful, further communication will take place between grant seeker and grant maker.

3. Preliminary proposal stage. Telephone communication can pave the way for a request for a preliminary proposal. A letter and a written proposal then follow.

4. Negotiation stage. A mixture of telephone calls, letters, and amendments to the written proposal occurs at the negotiation stage. Again, the telephone can be crucial to orchestrating the role and the timing of each of these forms of communication.

5. Award and recognition stage. Telephone calls and letters will be interspersed. These communications will lay the groundwork for progress reports to the funding source.

Communications research has much to say to advancement officers about the use of the telephone in fund-raising work. This research has found two points in a conversation that are critical in terms of message reception -- the first 10 to 15 seconds of a conversation and the last 10 to 15 seconds.

Advancement officers who rely on the telephone as a strategic tool have perfected techniques that capitalize on these peak communications points. Among these are the following:

* Do homework before you call.
* Speak to the top officer in the funding area.
* Direct opening remarks to set up positive responses from the listener.
* Speak in simple terms.
* Bring only one message to the attention of the listener.
* Talk in terms of specific benefits to the grant maker.
* Project confidence, enthusiasm, and believability.
* Develop a range of voice tones and levels of voice projection.

While written proposals play an important role in the fund-raising effort, the wise and prudent advancement officer first paves the way with telephone calls. Even more importantly, the telephone is a key in personalizing all aspects of the advancement officer's work -- from friend raising to fund raising.

Chapter 11

MANAGING THE RESEARCH PROCESS

Bobbie J. Strand

Finders . . .keepers . . .
Losers . . . weepers . . .

The words haunt me all the way from my fairly distant childhood. In a records/research program for development, one of the fundamental tricks is to get the "finders" to share their information and the "losers" to commit themselves to the information system.

A program of records and research deals with the gathering, storing, retrieving, analyzing, and utilizing of information. Prospect research operations that seek to jump directly from gathering to utilizing without the intervening system too often find themselves lacking coherent progression. Likewise, it is possible to be overcome with the mechanics so that the information never moves to its intended use -- supporting the evaluation of individuals or organizations as prospective donors and aiding in the development of a solicitation strategy.

Most effective records systems either are or are soon to become technology-dependent rather than hard-copy dependent. This may mean a dependence on the computer for basic information and on microfiche for history or hard copy and detail. Stored material that is inaccurate, undated, confused with another record, incorrectly filed, or simply held on a user's desk can very quickly cost $100 in tracking or recreating time. System and control are the key words in establishing information flow.

Managing the research process will create balance in the following responses of the research staff to the needs of development officers:

* Reactive. The researcher must always respond with thoroughness, accuracy, and timeliness in researching names identified by the development officers involved in cultivation and solicitation.

* Creative. Identifying new prospects and suggesting effective strategy will help keep the prospect pool growing and active.

* Managing. Establishing research goals, pacing the workload, and responding well to urgent needs while keeping an orderly flow of research going are important components of a well-managed operation.

The following outline identifies the major steps in the research process:

1. Prospect identification: The maintaining of an effective prospect pool including periodic survey of all new constituents, as well as review of extraneous sources for possible new friends, and interaction with the entire staff in order that their contacts may produce new names to be fed into this system.

2. Early prospect screening: It is necessary, early in the process, to refine and divide the enormous numbers in the constituent base so that the number requiring in-depth research is manageable (one such division is between previous donors and nondonors). If enough information is available (more likely to be true for prospects with capability for smaller gifts), you can assign a preliminary rating. This rating should be refined.

3. Prospect research: The type of research done should be determined by the purpose for which it will be used and the amount of contribution of which you suspect the prospect is capable. There are three levels of research:

* Level I: Basic information including name, address, telephone number, business information, and college affiliation.

* Level II: Biographical sketch including basic information plus career, interests, brief family information, giving patterns, and current relationship with institution -- all from in-house references and files.

* Level III: Complete summary of all available data. All of the above, with sources outside the institution added, such as government records, interviews, and so forth.

The goal is never merely to know about a prospect, but as far as possible to know the prospect as a whole person and to relate him or her to the institution's advancement goals. This "portrait" (see Chapter 4) of the prospect will include:

* accurate, current, basic information;

* financial worth;

* ways in which the prospect uses his or her wealth;

* strategy suggesting ways to "lead" the relationship;

* giving capacity considering liquidity of assets, etc.;

* what the prospect cares about (how interested is he or she in the institution?);

* particular projects that are important to the institution and that match the prospect's interests; and

* persons who might be able to influence the prospect to give to the institution for this purpose at this time.

4. Rating: A capability rating should be firmed up at this stage in the process. This will include screening sessions within and outside the staff. This rating should be under review as data continues to develop.

5. Data development: For those prospects who have emerged as capable of a major gift (what constitutes a major gift depends on your goal), further development is required, including investigative research and interviewing.

6. Prospect management and tracking: This includes the following:

* Status — evaluation to determine cultivation priority.

* Strategy — staff review to develop strategy and specific cultivation moves.

* Solicitation — time planned for gift request. If the solicitation is successful and the gift is not a final one, through the stroking process new strategy is developed for continued cultivation. If the solicitation is unsuccessful, reevaluation and a new strategy are required.

* Stroking — "appreciation cultivation" must continue after a gift. This includes formal reporting in the case of foundation and corporate gifts. Also, a more formal accounting should be done when gifts are restricted, such as scholarship funds.

As a final check of research success in the institution, the manager of the process should make sure the following questions have been answered about every prospect:

1. What is the prospect's ability to give to all charities?

2. What is the range of the prospect's business activities and business giving patterns?

3. What are the prospect's other business affiliations, memberships in civic, academic, professional, or social groups?

4. Who are the prospect's peers in the business and in other organizations?

5. Who among these peers have a relationship with the institution and might be willing to participate in cultivation or solicitation activities?

6. What is the prospect's current relationship with the institution? If an alumnus, what were his or her major interests when a student? If a season ticketholder or former patient, his or her interests need to be identified.

7. What giving relationship does the prospect have to the institution?

* total giving for all purposes;

* restrictions and major interests;

* largest one-time gift;

* dates of the first and last gifts;

* number of years of consecutive giving;

* matching gifts or other gifts that were initiated or assisted by the prospect.

8. What is the financial worth of the prospect and in what form is the wealth held? The financial potential rating and much of the solicitation strategy will rest on this information. Every effort should be made to formulate information as accurate as possible, even though it will be impossible to have exact figures for each of the following categories:

* prospect's salary or a close estimate of it;

* stock holdings (and how they are held);

* perquisites held, such as retirement benefits, bonuses, and stock options (available and exercised);

* purchase price, mortgage arrangements, and assessed value for prospect's home and any additional residences;

* approximate value of inherited wealth; settlements of any kind that are owed to the prospect; major investments from previous businesses or other sources; and

* indications of wealth in the prospect's lifestyle, such as multiple homes, expensive hobbies, pleasure crafts (boats, airplanes, sports cars, and so forth), travel for pleasure.

9. What biographical information portrays affluence?

* Is the prospect a member of a long-established, prestigious family?

* What information can be found concerning the financial standing of spouse, parents, children?

* What are the honors, publications, inventions, awards, and so forth, that reflect the prospect's standing?

* Is there any information of public record that could cause discomfort if the solicitor were unaware of it?

10. What major needs of the institution seem to match particular interests, family traditions, or lifestyle variations of the prospect?

Chapter 12

PROSPECT MANAGEMENT AND TRACKING

Bobbie J. Strand

A prospect management system helps organize major gift prospects and support the cultivation and solicitation of major gifts by focusing staff review and assignments on the group that will produce the largest amount of income for the institution. In order for the system to work effectively, the chief development officer must be committed to the process, and he or she must insist that all development officers participate in the meetings and reporting required to assure the system's success. A simple system will not burden the participating staff with an enormous amount of additional work, but it will direct staff attention to the critical review, assignment, and contact of major gift prospects. Figure 16 (page 97) shows how such a system works.

The driving force of an effective management system is regular staff review. The prospect researcher or some other member of the staff must assume responsibility for the maintenance of the system. Since prospect research must have access to most of the information needed to run the system, the researcher is the logical person to maintain this data. Staff members involved in major gift cultivation and solicitation must meet regularly to evaluate new prospects and to assess their readiness for cultivation and solicitation.

This staff review session should design a strategy and assign a solicitor (staff or volunteer) to approach each major prospect. The staff also assigns a financial capacity rating and discusses the prospect's propensity to give. The plan of approach and the rating are never static decisions, but must be constantly reviewed and adjusted according to new information reported to the staff review sessions.

Review sessions will be profitable only if everyone participating has an updated and current report on the prospect. This report should contain biographical and financial information from all sources available, including staff, volunteers, and others who may know the prospect. Any staff members or volunteers already in contact with the prospect should keep contact reports up-to-date and complete.

The data may be maintained in a notebook or other hard-copy file with a word processor to update the information, but for prospect management to be truly effective, electronic assistance is needed. Ideally, you would have a data management system that is part of an integrated system, or at least interacts with one, to avoid double entry of basic prospect information. If this is not possible, the development office should use microcomputers and a simple data management program. Whatever type of system is used, the following critical data elements should be included to produce the information needed for staff review:

* Staff and volunteer assignment.

* Date of the last contact with the prospect.

* Step or status in the cultivation and solicitation process. This may indicate:

    research needed;
    information ready for evaluation;
    solicitor assignment made, under cultivation;
    solicited;
    gift made;
    request declined.

* Solicitation readiness (see page 95).

* Capability rating indicates financial capability.

* Area of interest. If the institution is involved in a capital campaign or a project-oriented fund raising, this item can relate to a particular project or gift opportunity.

* Prospect or campaign division.

* Strategy summary describing the overall approach.

* The plan of action including:

    next step with a date for action;
    description of activity (letter, telephone call, personal visit);
    person assigned to the action;
    date by which action is to be accomplished.

* An action summary:

    date the action occurred;
    prose summary of the contact.

You can design various reports on the basis of these data elements. Some operations use the readiness level to select those prospects most in need of review. You might develop your prospect lists by using capability ratings, solicitation readiness, summary of assignments, and many other data elements. Whatever you use, however, you will need status reports so that the review sessions focus on what should be done next.

Regular meetings of the staff review committee should be faithfully attended by all who are involved. These meetings should be kept within strict time limitations and be focused on the swift review of prospects. Each meeting should include:

* screening new prospect names;

* establishing capacity ratings;

* making assignments;

* designing strategy; and

* reporting results.

When review sessions are held regularly, peer pressure can be effective in getting the assignments done as the entire group evaluates progress. You can encourage attendance by allowing those present to report progress orally but requiring a written report from those who do not come. Whatever the details of prospect management at your institution, an effective system is imperative.

READINESS

"Readiness" means the level of solicitation readiness of a major prospect under cultivation. A prospect may move back and forth between readiness categories as cultivation reveals more about his or her relationship with the institution.

Since no set formula can be used nor "points" assigned to certain types of contacts because of diversified prospect personalities and relationships, a list of measurable criteria is assigned to each priority group. The number of prospects retained in each priority rating below is based on the experience of a three-year $18 million campaign. Each institution must determine the number for each level according to the total major prospect base needed. The periods of time estimated until solicitation target date also depend on the particular time frame of a given campaign.

Priority I (Goal -- about 50 prospects)

1. Assigned for immediate intense cultivation.
2. Reviewed every two weeks.
3. "Ask" expected (according to cultivation progress) within approximately three months.
4. "Interest" area quite clear.
5. Capability reasonably certain.
6. No major "relationship" problems.

Priority II (Goal — about 100 prospects)

1. Assigned for immediate moderate cultivation.
2. Reviewed every month.
3. "Ask" expected within nine to 12 months.
4. "Interest" area defined, but may do some shifting as we get better acquainted.
5. Capability reasonably certain (should be refined as cultivation progresses).
6. Relationship may need strengthening.

Priority III (Goal -- about 200 prospects)

1. Assigned for beginning serious cultivation.
2. Reviewed every two months.
3. "Ask" expected within 18 months to two years.
4. Some interests known, but highest interest needs defining.

5. Capability estimated.
6. Relationship is probably weak, or there are other problems.

Priority IV (Goal -- at least 100 prospects)

1. Not yet specifically assigned. May need further research, or may have recently given major gift.
2. Reviewed every three to six months.
3. Time for further solicitation not yet set.
4. Areas of interest may be clear or need further research.
5. Capability is fairly well defined if prospect is recent major donor; otherwise this may need further research.
6. Staff will review and move prospects from this category as it is possible to set a specific solicitation goal.

Special prospects

In spite of well-laid plans, some prospects defy classification. This division is for that hard-to-classify, easy-to-lose-track-of prospect. This list should be reviewed every three to six months. It will include:

1. Donors who have completed major gift activity, but need to be "remembered." Staff review will include plans for reporting on use of gifts, invitations to special events, and continued cultivation for the purpose of "bonding" the donor to the college.

2. "Anonymous" donors known only to selected staff are usually in this category.

3. Other "special treatment" prospects are in this category.

Calendar

Two calendars can be developed to aid in the cultivation and solicitation process:

* Cultivation calendar -- used in coordinating planned activities with known interests of prospects.

* Foundation/corporate calendar -- provides a reminder of corporate and foundation proposal review dates, dates of expected contacts, and reporting schedules.

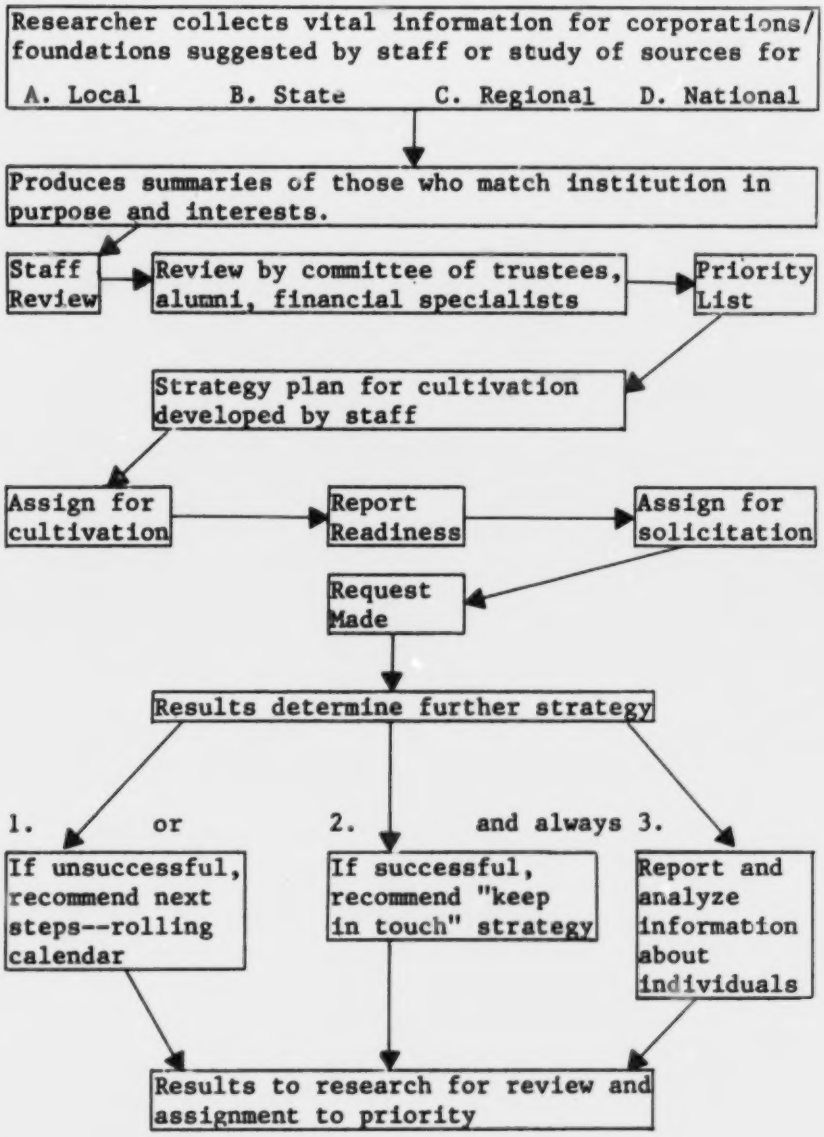
New names

New names should be introduced at weekly review meetings unless enough is known about the prospect to set a solicitation date. Names will be placed in lower priority unless staff can defend greater readiness for solicitation.

Figure 16

TRACKING FOUNDATIONS AND CORPORATIONS

From Identification to Solicitation


Researcher collects vital information for corporations/ foundations suggested by staff or study of sources for
A. Local
B. State
C. Regional
D. National
Produces summaries of those who match institution in purpose and interests.
Staff Review
Review by committee of trustees, alumni, financial specialists
Priority List
Strategy plan for cultivation developed by staff
Assign for cultivation
Report Readiness
Assign for solicitation
Request Made
Results determine further strategy
1. or
2. and always 3.
If unsuccessful, recommend next steps--rolling calendar
If successful, recommend "keep in touch" strategy
Report and analyze information about individuals
Results to research for review and assignment to priority

Repeat Cycle

* Strongly recommend review calendar or rolling calendar so that these corporation and foundation solicitations and cultivations can stay on target.

Section 5
Conclusion

Chapter 13

THE FUTURE ROLE OF THE PROSPECT RESEARCHER

Marc W. Jaffe
Director of Research and Corporate Programs
University of Maryland Foundation

In the last few years, sophisticated prospect research has been recognized as vital to a successful development program. Prospect research offices have been established, models for performance -- such as those described in this manual -- have been outlined, and researchers have developed the unique skills required for this field. But once a researcher has learned the skills and mastered the techniques, it is important that he or she ask some questions about the future.

In order to grow as a professional, the researcher should think less about the mechanical steps required for successful research and more about the impact research can have, not only on a particular capital campaign or gift program, but also on the issues that shape the institution beyond the development office. Do you "think big" about your position; do you aggressively market yourself and your unique knowledge about people and organizations? If you do not, you are shortchanging both your career and your institution, which could use your skills to accomplish many other goals in addition to fund raising. Ask yourself these questions:

* Do your efforts merely accomplish the task set forth in your job description -- providing the information resources to help fund raisers meet dollar goals and objectives -- or does your research reach past the immediate task to affect the mission of the institution positively and to help shape its future?

* When you completed your most recent research assignments, did anyone beyond your immediate supervisor <u>really</u> notice the quality of your work and the importance of your efforts?

* Do the decision makers at your institution read your reports and rely on them to implement important policy decisions?

* Do your reports reach the top of your organization -- president, trustees, and board members -- and are the results of your research reported back to you? Or are you politely thanked for your efforts and kept in the dark about how your research is used?

Even the most accomplished, technically skilled researcher will find that the mechanics are not enough. Almost daily, opportunities abound for the researcher to participate in development activities beyond the research office. I believe that researchers greatly underestimate the quality and value of their information about individuals, foundations, corporations, and government, and that they also overestimate the amount of detailed information known by superiors and decision makers. Researchers often forget that supervisors must deal with many projects and people. They simply do not have the time to read

and absorb the huge quantity of information a research office deals with each day. They know something about a lot of prospects, but probably not as much about any one prospect as the researcher does.

Mr. Blum's excellent discussion of the proactive role of the research office in Chapter 1 is exactly on target. A good researcher frequently has the opportunity to be creative and to provide information critical to the needs of a decision maker -- without waiting to be asked. A researcher must understand how to anticipate information needs of the user. You must be aggressive; don't file data away -- use it. Get it out of your office and into the hands of those to whom it can be most useful. Don't wait for the scheduled staff meeting when your information may be old news -- do it now!

A fine line exists between providing usable information beyond what has been requested and barraging your superior's office with garbage. How do you avoid that pitfall? In order to become a dependable source for timely information, you must be aggressive with your supervisors and the top officers of your institution. Actively seek information about projects that are not assigned to your office. Become knowledgeable about the plans and strategies of the institution's president and board. Request to attend board meetings and planning councils. By taking an "I need to know" attitude, you will be able to apply information gathered daily to the institution's projects. By actively seeking to participate in projects before they are formally assigned, you will demonstrate a positive attitude that will lead to a higher level of respect professionally. If you take an active stance at the early stage of a project, you will better serve the institution's most important decision makers and volunteers.

Stress the importance to the research office of knowing what follow-up action was taken after board and planning meetings. Accurate record-keeping and historical files demand this. Volunteer to staff board members and top officers to move this follow-up process along. This strategy will enable you to be a direct participant with key volunteers and upper-level staff and will give you an increased awareness of the many intangible concepts that ultimately lead to the philanthropic support of the institution.

Among these concepts, perhaps the most important to understand is what Ms. Strand describes in Chapter 4 as the creation of "webs." Understanding the web or network of a community or city, region, or state is absolutely essential if a researcher wishes to grow professionally. Basic reference books, newspapers, periodicals, and institutional files can give you only a partial understanding of a web. A network is complicated; its history and its reason for existing affect your organization, regardless of whether the web interlocks with a business, corporation, law firm, foundation, or medical practice.

Put simply, the network is a web of individuals who help determine the future success of your institution. Do you, as the researcher, understand how it works? Can you spot and analyze the subtle changes that frequently occur within the network? Can you predict how these changes may affect the projects that relate to your institution's mission? Does the information you extract from your daily reading reflect your understanding of how the individuals who make up the network influence and direct a community? When you participate in important strategy meetings, are you able to respond to specific questions about using the network, rather than resorting to the plaintive, and unsatis-

factory, "I'll have to research that"? Can you not only identify the prospect but also play a role in formulating cultivation strategy?

If you answered "yes" to these questions, you probably also said "yes" to the questions posed earlier. The chapters in this manual tell you how to develop technical information-gathering skills and how to gather the information that will move the institution's advancement program forward. Your next step is to develop a creative and aggressive approach that will convey this information to the decision makers who chart the future of the institution. The researcher should not be satisfied with anything less than participation as a full-fledged partner in this process.

Chapter 14

WORKING TOOLS

Bobbie J. Strand

This chapter begins with a glossary, defining many of the basic terms used throughout this book. A composite job description follows, to give you an idea of what qualities to look for if you are hiring a prospect researcher.

You can't have a productive prospect research effort without forms and formats. This chapter includes samples of the following useful forms:

* request for prospect research (2);
* contact report;
* solicitor's pocket card;
* university alumni/friend profile;
* prospect summary sheet;
* contribution record;
* prospect analysis;
* notice of obituary data;
* corporation summary sheet;
* corporate research sheet;
* foundation summary sheet;
* foundation information sheet;
* foundation research sheet;
* school capital campaign report; and
* annual fund report.

You may want to copy these forms or adapt them to the particular needs of your institution. Chapter 7 includes the following forms and formats:

* corporate/foundation evaluation form (Figure 9);
* cultivation record (Figure 10);
* format for ranking foundation prospects (Figure 11);
* grid relating prospects to institutional need (Figure 12);
* rolling calendar (Figure 13); and
* corporate/foundation flow chart (Figures 14 and 15).

Access to a good research library is a must for the prospect researcher. If you want to build your own prospect research library, we include two basic libraries, one that can be purchased for $1,000 and one for $2,000 (1985 prices). An annotated bibliography concludes this chapter.

GLOSSARY OF TERMS

Annual report for a corporation is the public relations "slick" piece published by the business. For a foundation it is also a public relations presentation. While all nonprofit foundations are required to file and make public an annual financial report, not all publish.

10-K report is a detailed annual financial report including company's major contracts, management history, salaries and other compensation for principal officers. Government requires that this report be public for companies with at least $1 million in assets and 500 recorded stockholders.

10-Q report is a less detailed financial report filed every three months.

8-K report is a monthly, filed only if there is a major corporate event.

Contact or call report -- The report of prospect contact made by the individual making the call (see sample in this chapter).

DBA -- "Doing business as." A fictitious name or business title. DBA files are recorded with local and state government agencies.

Electronic data base -- Information stored in a computer file.

Electronic search -- The process by which information is sought from a computer data base.

FOIA -- The Freedom of Information Act, a law that regulates the use of federal government records. Each state regulates the use of its records by state laws.

Foundation -- A nonprofit organization, usually established for the purpose of making financial grants to qualifying persons or institutions.

Grantor-grantee index -- Sometimes combined to form a General Index, this is an annual list that provides the names under which such documents as deeds, mortgages, and partnership agreements are recorded at the Recorder or Register of Deeds office.

IRS 990 report -- An Internal Revenue Service report required of nonprofit foundations.

Private corporation -- A business whose stock is not publicly traded and that lists fewer than 500 stockholders.

Prospect -- An individual, foundation, corporation, or other source of possible gift funds.

Prospect analysis -- A prose commentary that gives an evaluation of the prospect's status and suggests strategy.

Prospect file or dossier -- A collection of hard-copy materials relating to biographical or financial research on the prospect.

Prospect management -- A system designed to track critical elements of the prospect relationship and issue appropriate management reports.

Prospect profile or summary -- An easy-to-read summary of information that addresses the questions critical to the cultivation or solicitation call.

Prospect tracking -- A record of all contacts made with the prospect.

Public corporation -- A business whose stock is publicly traded on a stock exchange or over-the-counter and is registered with the Securities and Exchange Commission (SEC).

Real property -- Land and its improvements (roads, houses, or other structures). Personal property is more mobile and is sometimes called "unsecured property."

Request form -- A format or form designed to receive requests for research that will include type of information needed and additional information the research user may know (see samples in this chapter).

Staff review -- A regular meeting of the staff for the purpose of evaluating prospects and planning cultivation/solicitation strategy.

Street name -- A fictitious name for a business.

Trip alert -- A form used to advise the development office of the time and destination of a trip planned by the administrators or faculty so that cultivation and, at times, solicitation calls can be done on the trip.

Trust -- A fiduciary arrangement for personal or real property where there is a trustor, who funds the trust, a trustee, who holds and administers the trust, and a beneficiary, who receives the benefits of the trust.

COMPOSITE RESEARCH JOB DESCRIPTION

GENERAL: The manager/director/coordinator/associate of research is responsible for ensuring that the research needed to carry out the fund-raising programs of the institution is accurate, comprehensive, and produced on a timely basis. Other responsibilities requiring a special knowledge of the institution's donors are also included in this position, such as:

* working with volunteers in prospect review;
* major donor prospect tracking and management;
* suggesting cultivation and solicitation strategy;
* setting standards for information storage; and
* [additional responsibilities determined by each institution's situation].

RESEARCH QUALIFICATIONS:

1. college degree or commensurate experience;
2. library skills;
3. interview skills;
4. business orientation;
5. understanding of legal processes;
6. task orientation;
7. organizational ability -- timeliness;
8. ability to work with people;
9. writing/communication skills;
10. technical/computer skills helpful; and
11. personal characteristics determined by each institution's situation (e.g., meek/strong, humble/aggressive, reactor/creator, instant/thorough, and so forth).

RESEARCH RESPONSIBILITIES:

1. identify new donor prospects;
2. research specific individuals, foundations, and corporations for information needed in cultivation/solicitation process;

3. develop and maintain comprehensive files on prospects;

4. implement and maintain a system for continuous update of information and communication of same;

5. compile information in various formats as needed by staff and volunteers;

6. research related questions such as tax issues;

7. establish goals and timetables;

8. plan budget, library, other resources;

9. implement and maintain prospect management system;

10. relate prospects to gift table or needs; and

11. other duties as assigned.

REPORTING:

Researcher reports directly to director of development/vice president and works closely with all members of the development staff, president's office, volunteers, and others needing research services.

REMUNERATION:

The prospect researcher is most effective when he/she is a development officer. Should receive remuneration commensurate with compensation to other development officers of like skill and experience.

REQUEST FOR PROSPECT RESEARCH

TO: DEVELOPMENT OFFICE--PROSPECT RESEARCH DATE: _____

FROM: _____

Entity Name: _____

Location: _____

INFORMATION DESIRED:

1. General Picture ____

(or)

2. Comprehensive Picture ____
in the following areas:

____ land and property ownership

____ legal data

____ financial data

____ personal data

____ other _____

UNIVERSITY PERSONNEL who may be helpful in research _____

_____

OTHER SOURCES OF INFORMATION ABOUT THIS PROSPECT KNOWN TO AUTHOR:

_____

_____

DATE BY WHICH INFORMATION NEEDED: _____

PURPOSE OF INFORMATION:

____ personal contact will be made with prospect on _____ (date)

____ meeting of corporate solicitation committee on _____

____ meeting of trustee committee on _____

____ meeting of campaign advisory committee on _____

____ general university relations purposes

____ other _____

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REQUEST FOR PROSPECT RESEARCH

TO: DEVELOPMENT OFFICE/Research Date: _____

FROM:

INFORMATION DESIRED:

I. General Picture, i.e., name/address, spouse, occupation, relationship to the institution

II. General Picture and Other Biographical, i.e., affiliations -- business and community

III. General Picture, Other Biographical and Financial Picture, i.e., moveable liquid wealth

IV. Comprehensive Picture in the following areas:

[ ] A. Land and property ownership

[ ] B. Legal data

[ ] C. Other _____

V. Other personnel who may be helpful in this research _____

_____

VI. Other sources of information about this prospect known to yourself:

_____

_____

_____

_____

VII. Date by which you need this information: _____

VIII. Purpose of information:

[ ] A. Personal contact will be made with prospect on _____
[ ] B. Meeting of corporate solicitation committee on _____
[ ] C. Meeting of trustee committee on _____
[ ] D. Meeting of development committee on _____
[ ] E. General purposes
[ ] F. Other _____

_____

CONTACT REPORT*

Staff Member: _____ Date: _____

_____

PROSPECT: _____

Home Address: _____ (new/updated only)

_____

Telephone ( )_____

BUSINESS: _____ Title: _____

Street: _____ ZIP Code: _____

P.O. Box: _____ ZIP Code: _____ (new/updated only)

Telephone ( )_____

_____

ORIGIN OF CONTACT: [ ] Staff [ ] Prospect

NATURE OF CONTACT: [ ] Telephone [ ] Personal [ ] Document [ ] Unsolicited

PURPOSE OF CONTACT: _____

_____

PROPOSED FOLLOW-UP/TIME-LINE: _____

_____

COMMENTS/OUTCOME: _____

_____

_____

*One of these forms must be filled out for every contact

SOLICITOR'S POCKET CARD

This is a sample of a 3 x 5 solicitor's "pocket" card for development staff and volunteers. You might use this if solicitors resist using more complicated forms.

If solicitors always carry the cards, they can use them to report chance encounters with prospects if a meaningful exchange occurs.

(Front of Card)

Solicitor: _____ **Date:** _____

Prospect: _____

Title: _____

Business: _____

Address: _____

_____

Phone: ( ) _____

(over)

(Back of Card)

Purpose of Call: _____

_____

_____

Follow-Up: _____

_____

_____

Comments: _____

_____

_____

Return card <u>immediately</u> to: _____

UNIVERSITY ALUMNI/FRIEND PROFILE

1. NAME: _____
(Last) (First) (Initial) (Maiden)

2. PRIMARY RESIDENCE:

Address, Apt. No. _____

City, State, ZIP _____

Phone ( ) _____

3. SECONDARY RESIDENCE:

Address, Apt. No. _____

City, State, ZIP _____

Phone ( ) _____

4. DATE OF BIRTH (month, day, year): _____

5. PLACE OF BIRTH (city, state): _____

6. BUSINESS/PROFESSIONAL EMPLOYMENT:

Employer _____

Type of business _____

Title or position _____

Years with this employer _____

Address _____

City, State, ZIP _____

Phone ( ) _____

OCCUPATION: _____

7. OCCUPATION SUMMARY (Firm, positions/titles, dates):

_____

_____

_____

8. WHICH IS YOUR PREFERRED ADDRESS FOR MAIL FROM THE UNIVERSITY? Home ___ Work ___

9. PLEASE LIST AN INDIVIDUAL WHO WILL ALWAYS KNOW HOW TO REACH YOU:

Name _____

Address _____

City, State, ZIP _____

Phone ( ) _____

10. PLEASE LIST YOUR EDUCATION (Institution, major, years attended, degree):

_____

_____

11. PLEASE LIST YOUR COLLEGE ACTIVITIES, AFFILIATIONS, MEMBERSHIPS, AND TITLES, IF APPLICABLE:

Organization, title _____

_____

_____

_____

12. PLEASE LIST ANY HONORS OR AWARDS YOU RECEIVED WHILE IN COLLEGE:

_____

_____

_____

13. MARITAL STATUS: Single ___ Married ___ Widowed ___ Divorced ___ Separated ___

14. SPOUSE'S NAME: _____
(First) (Middle) (Last) (Maiden)

15. SPOUSE'S DATE OF BIRTH (month, day, year): _____

16. SPOUSE'S EDUCATION (Institution, major, years attended, degree):

_____

_____

_____

17. SPOUSE'S OCCUPATION: _____

18. SPOUSE'S EMPLOYER: _____

19. CHILDREN (Name, birth date): THEIR EDUCATION (Institution, years):

_____ _____

_____ _____

_____ _____

_____ _____

20. The following information will be held in strictest confidence. It is used exclusively to profile various categories of alumni and friends, and for statistical purposes.

ANNUAL FAMILY INCOME:

___ up to $25,000
___ $25,000-49,999
___ $50,000-74,999
___ $75,000-100,000
___ $100,000-149,999
___ $150,000 or more

21. HAVE YOU SERVED AS AN OFFICER OR DIRECTOR OF ANY BUSINESSES, CORPORATIONS, OR PARTNERSHIPS? (Organization, title, years)

_____

_____

22. WHAT PROFESSIONAL, CIVIC, OR FRATERNAL MEMBERSHIPS HAVE YOU HELD? (Organization, title, years)

_____

_____

23. HAVE YOU SERVED AS A TRUSTEE OR VOLUNTEER FOR ANY NONPROFIT ORGANIZATION, E.G. HOSPITAL, FOUNDATION, COLLEGE OR UNIVERSITY, SOCIETY, ASSOCIATION, OR MUSEUM? (Organization, title, years):

_____

_____

_____

_____

_____

24. PLEASE LIST ANY AWARDS OR HONORS FROM THESE OR OTHER ORGANIZATIONS:

_____

_____

_____

25. PLEASE LIST ANY PUBLICATIONS, INVENTIONS, OR SCIENTIFIC DISCOVERIES:

_____

_____

26. WHAT OTHER COMMUNITY ACTIVITIES OR HOBBIES MOST INTEREST YOU?

_____

_____

27. WHAT ARE YOUR INTERESTS AND CONCERNS REGARDING HIGHER EDUCATION?

_____

_____

28. PLEASE LIST AREAS WITHIN THE UNIVERSITY IN WHICH YOU WOULD LIKE TO BE INVOLVED:

___ Undergraduate programs in _____

___ Graduate programs in _____

___ Student financial aid

___ Library

___ Athletics

___ Recruitment

___ Alumni activities

___ Faculty/visiting lecturer

___ Career planning/student placement

___ Coop/intern/extern program

___ Continuing education

___ Other (pls. specify) _____

29. ARE THERE EDUCATIONAL, RESEARCH, OR PUBLIC SERVICE NEEDS IN YOUR COMMUNITY, PROFESSION, OR BUSINESS THAT THE UNIVERSITY MIGHT ADDRESS? ___ Yes ___ No

If yes, please specify: _____

30. IF THE UNIVERSITY EXPANDS PROGRAMS INTO YOUR AREAS OF INTEREST, WE WOULD APPRECIATE YOUR SUGGESTIONS AND ASSISTANCE. MAY WE CONTACT YOU? ___ Yes ___ No

31. PLEASE INCLUDE OTHER INFORMATION, COMMENTS, OR SUGGESTIONS YOU FEEL ARE PERTINENT.

_____

_____

Thank you for your time and cooperation in completing this profile. Please use the enclosed reply envelope or mail to...

CONFIDENTIAL

PROSPECT SUMMARY SHEET

Prospect's name:	Spouse's name:	Category/Rating:
Affiliation:	Affiliation:	Researched:
Birthdate:	Birthdate:	Updated:

Business/profession:	Residence:	University history including activities, affiliations, and family associations:
Nature of business: $ Gross: Emp:	Foundation affiliation/contact:	
Other business affiliations:	Civic/social/religious affiliations:	Recent university contact/cultivation:
Employment history:	Areas of interest/possible cultivators and/or solicitors:	

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(over)

CONFIDENTIAL

Financial data and other knowledge to support the rating:

Additional family data:

Philanthropy:

Here:

Other:

Comments/recommendations/strategies:

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Name:

Affiliation:

Geographic area:

CONTRIBUTION RECORD

Date	Gift/Pledge Amount	Amount Paid	Amount Outstanding	Payment Source	Account Number	School	Purpose

(over)

REMARKS

SUGGESTED ASKING AMOUNT: $

120

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REFERENCE SOURCES

Date:

Updated:

Poor's Register

Moody's Ind. Manual

D&B Corp. Mgmts

Dir. of Dir. (NYC)

SEC-Security Trans.

Foundation Directory

Foundation Library

Martindale-Hubbell

Who's Who in America

Who's Who in the East

Who's Who in C & I

Social Register

Alumni Directories

Other:

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PROSPECT ANALYSIS

(Based on prospect's dossier and profile)

NAME	Mr. John Roger Lovins 1498 Highland Avenue Kalamazoo, MI 49880 (616) 423-8730
BUSINESS	Senior Vice President for Finance and Director Lovins Industries, Inc. 9820 Sprinkle Road Kalamazoo, MI 49001 (616) 423-7321 The Corp. has been a member of the New York Stock Exchange since 1966 and is a builder of single-home residential units, including condominiums, throughout the Great Lakes states. Under different corporate entities and through real estate investment trusts, it builds schools, shopping malls, and industrial parks. During the last couple of years, it has operated mainly in Michigan and Indiana. Difficulty in financing new homes and high interest costs to builders have affected the sales and net income of the company. In 1980, it had sales of $43.9 million, net income of $2.5 million, and total assets of $42.6 million. Corresponding figures for 1981 were $41.9 million, $3.95 million, and $55.4 million. It had a net worth in 1981 of $13,472,979.
PROSPECT'S FINANCIAL POSITION	In 1981 Mr. Lovins earned $134,880 and had other remuneration of $7,652. He controls 19.1 percent of the common stock of the company (260,793 shares) with a high value in 1981 of $2.4 million. Mr. Lovins would appear to share also in the sizable estate of his deceased father as beneficiary and trustee of two trusts established by the late Mr. Lovins. He participates also as a partner in several other trusts, and there is reason to believe that his share in those is worth at least $2.2 million. Mr. Lovins lives in a home now assessed at $125,000. Estimate of Mr. Lovins' net worth: $3 to 5 million.
RELATIONSHIPS WITH THE COLLEGE	He has been a member of the Festival Society since 1975, and has had a cordial but minimal relationship, and there has been one instance (see profile, p. 3) of some friction, which is now resolved. The lack of a close relationship has been the result both of his own work and the failure of the college to cultivate him. The alumni who know him best are George Hopkins, Dr. Ray Jones, and John and Betty Jenkins. Within the administration, he is known best by Dr. Schumaker.
GIVING RECORD	Total gifts: $10,485. First gift: 1960. Last gift: 1981. Consecutive giving since 1974. Largest one-time gift: $3,486.

	All of his giving has been unrestricted except for three $200 gifts to the tennis program.
SUGGESTED SOLICITATION	Based on the current status of his assets and the relationship at present, $250,000 to be paid over the next five years.
PURPOSE	Endow a lecture series in the business department. Suggest making lectureship a memorial to his late father.
CULTIVATION	George Hopkins has agreed to arrange a luncheon with himself, Mr. Lovins, and Dr. Schumaker. Prospect should be invited to the Founder's Day activities, with one of his acquaintances assigned to accompany him. Dr. Schumaker should then arrange a meeting between Mr. Lovins and the President.
SCHEDULE	Mr. Lovins is a Priority I Prospect with solicitation to be completed in three months. Luncheon arranged three weeks from now, April 1. Founder's Day Convocation the end of April. President should meet with him before commencement in June and ask if he might submit a proposal.

NOTICE OF OBITUARY DATA

TO: Date: _____

FROM:

Name of Deceased: _____

Date and Place of Death: _____

Cause of Death: _____

Relevance of Deceased to University: _____

MEMBERS OF IMMEDIATE FAMILY:

		Relation to Deceased
1) Name	_____	_____
Add:	_____	
	_____	
2) Name	_____	_____
Add:	_____	
	_____	
3) Name	_____	_____
Add:	_____	
	_____	
4) Name	_____	_____
Add:	_____	
	_____	

COMMENTS & OTHER INFORMATION:

cc:

CORPORATION SUMMARY SHEET

Date:

Rating:

CORPORATION: ADDRESS: PHONE:

Private ___ Public ___ Annual Report 19 ___

FINANCIAL 19 ___ 19 ___ 19 ___

Sales
Assets
Ne* income
Employees
Earnings per share
Other:
Stock: as of

FOUNDATION (Address/Phone/Assets/Grants)

SUBSIDIARIES (Name/City/State)

OFFICERS/DIRECTORS STOCK
(Title/Name/School/Degree)

Contact:

* Also Director

AUDITORS

COUNSEL

OPERATIONS IN THIS STATE (Name/Address/Phone/Top Mgmt)

ANNUAL REPORT SUMMARY (Past problems/Future emphasis)

125

(over)

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Property of

CONFIDENTIAL

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CULTIVATION

Began 19 ___ Program interest: _____

Personal visits: _____

126

NOTES:

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GIVING RECORD -- S=Subsidiary; F=Foundation;
H=Home office; R=Restricted; U=Unrestricted

Date	Amount	Project

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CORPORATE RESEARCH SHEET

CONFIDENTIAL

Date Researched/Updated _____

Project Assignment _____

Solicitor _____

Goal _____ Result _____

Name _____

Subsidiary/Affiliations _____

Local Address _____

Phone _____ Contact _____

Home Office Address _____

Phone _____

Nature of Business _____

	Volume of Business	Number of Employees	Fortune 500 #
1980			
1981			
1982			
1983			
1984			
1985			

CO-OP STUDENTS TOTAL:

CONT. ED. STUDENTS MBA:
TOTAL:

MAJOR DONORS WITH COMPANY (CABINET, ETC.)

OFFICERS AND DIRECTORS

COMPANY DONOR RECORD

NAME

SPECIAL SERVICES, RELATIONSHIPS, COMMENTS

(over)

CORPORATE FOUNDATION INFORMATION

Name _____

Address _____

Phone _____ Contact _____

FINANCIAL INFORMATION

	Assets	Grants	Range
1980			
1981			
1982			
1983			
1984			
1985			

PURPOSE/INTERESTS _____

OFFICERS/TRUSTEES

GRANT APPLICATION INFORMATION

SAMPLE GRANTS

FOUNDATION SUMMARY SHEET

Date:

Rating:

Name:

Address:

Phone:

Executive Dir./President:

Trustees/Directors: (Name, business)

FINANCIAL (19 ___)

Assets;

Income:

Expenditures/Grants: Number: Amount:

High:

Low:

Sample grants: (Higher education)

Fnd. Dir. ___

Annual Report ___

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BACKGROUND

When established:

Donors:

Board date:

(over)

GENERAL POLICIES: (Program areas/application procedures)

Property of

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CONFIDENTIAL

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GRANTS

High $ Low $ From To

Date	Amount	Purpose

Comments/Notes/Recommendations:

Researcher/Date:

CULTIVATION

No. proposals ___ Accepted ___ Rejected ___

Date:	Contact/action:
Began 19 ___	

Strategy:

FOUNDATION INFORMATION SHEET

Name: Univ. ID#: Rating:

Address:

Telephone:

Donor:

Officers and Directors (School and Class):

Financial Data:

Purpose and activities:

(over)

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University Contact(s):

Telephone:

Donor Residence:

Telephone:

Born/deceased:

Relatives:

Officer:

Residence:

Telephone:

Officer:

Residence:

Telephone:

Relationships:

See REMARKS ( )

Donor Company:

Address:

Telephone:

Industry:

Financial Data:

Gifts to other institutions:

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RECORD OF ASSIGNMENT AND SOLICITATION

Date:	Solicitor/Telephone:	Remarks:

FOUNDATION RESEARCH SHEET

CONFIDENTIAL

Date Researched/Updated _____

Project Assignment _____

Solicitor _____

Goal _____ Result _____

Name _____ Date _____

Address _____

Phone _____ Contact _____

TYPE OF FOUNDATION _____

FINANCIAL INFORMATION

	Assets	Grants	Range
1978			
1979			
1980			
1981			
1982			
1983			
1984			
1985			

PURPOSE/INTERESTS _____

HISTORICAL INFORMATION _____

NAME

OVER

OFFICERS/TRUSTEES:

SAMPLE GRANTS:

GRANT APPLICATION INFORMATION _____

_____

_____

_____

COMMENTS

Date _____

SCHOOL CAPITAL CAMPAIGN REPORT

_____
Volunteer

PROSPECTS	STATUS
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
5. _____	_____
6. _____	_____
7. _____	_____

Please return by January 15,
Development Office

ANNUAL FUND REPORT

NO._____ NAME_____ Last AF Date 1983 Ask

ADDRESS_____ _____ ____ _____

_____

BUS. PH._____ HOME PH._____ Matching Gift Yes____ No____

_____

Date of Contact_____ Result_____

Date of Contact_____ Result_____

Date of Contact_____ Result_____

PLEDGED $_____ PAID $_____ REFUSAL _____ RECONTACT _____ Date_____

SPECIAL NOTES:

COMMENTS:

BUILDING A PROSPECT RESEARCH LIBRARY*

The $1,000 library

Corporate reports. Free by request from corporation. Request the first three in a group. If the proxy isn't included, it may be viewed or obtained in several other ways (see bibliography).

1. The annual report. This is the corporation's slick piece. It gives an overview of product, management, and general health of the business.

2. The 10-K report. This is the detailed annual financial report that includes the company's major contracts, management history, and salaries and other compensation for principal officers.

3. The proxy statement to stockholders gives detailed information on executive remuneration and control of stock.

4. There are a variety of other reports available. The 8-K is a monthly, filed only if there is a major corporate event, such as a change in ownership, sale of a large amount of stock, a lawsuit filed against the company, or a major change in its finances.

Foundation reports. Foundations are required by law to make their annual reports available on request. More foundations in the mid- and small-size range are printing reports. Simply request a copy.

CFAE Corporate Handbook, 1984 edition. Aid-to-education programs of leading companies. $25

Corporate Foundation Profiles. From the Foundation Center. $50

Corporate Report Fact Book, 1985 edition. Data about publicly held companies, privately held companies, and regional branch operations of companies located in the 9th Federal Reserve District. $59

The Foundation Directory, 9th edition. Information on 4,063 of the largest foundations. $60

Minnesota Foundation Directory. Contact your regional Foundation Center library for information about a foundation directory for your state. $15 to $25

Regional and business periodicals and electronic search materials. This budget can be stretched by sharing the local paper, The Wall Street Journal, and other periodicals with other departments or getting commitments from staff persons to bring in personal copies. $300

Standard & Poor's Register of Corporations, Directors and Executives. Three volumes and supplements with information on corporations, officers and directors, and corporate family trees. $330

Who's Who in America, 43rd edition, 1984-85. $146.50 (includes shipping)

* Editions and prices current as of November, 1985.

The $2,000 library

Corporate reports. Free by request from corporation. Request the first three in a group. If the proxy isn't included, it may be viewed or obtained in several other ways (see bibliography).

1. The annual report. This is the corporation's slick piece. It gives an overview of product, management, and general health of the business.

2. The 10-K report. This is the detailed annual financial report that includes the company's major contracts, management history, and salaries and other compensation for principal officers.

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Foundation reports. Foundations are required by law to make their annual reports available on request. More foundations in the mid- and small-size range are printing reports. Simply request a copy.

Annual Register of Grant Support. Includes details of the grant support programs of government agencies, public and private foundations, corporations, community trusts, unions, educational and professional associations, and special interest organizations. $69.50

CFAE Corporate Handbook, 1984 edition. Aid-to-education programs of leading companies. $25

Corporate Foundation Profiles. From the Foundation Center. $50

The Corporate Fund Raising Directory, 1985-86 edition. Information on the giving policies of over 350 top corporations. $65

Corporate Report Fact Book, 1985 edition. Data about publicly held companies, privately held companies, and regional branch operations of companies located in the 9th Federal Reserve District. $59

Cumulative List of Charitable Organizations. IRS Publication 78 (updated annually). Assists in identifying small and family foundations. Subscription, $30

The Foundation Directory, 9th edition. Information on 4,063 of the largest foundations. $60

Minnesota Foundation Directory. Contact your regional Foundation Center library for information about a foundation directory for your state. $15 to $25

National Data Book, 10th edition, 1986. 2 volumes. Very basic information on more than 22,000 foundations. $55

Quantas Compendium of Directors, 1985. Salary, stock holdings, directorships, etc. $245 to nonprofit organizations

Regional and business periodicals and electronic search materials. This budget can be stretched by sharing the local paper, The Wall Street Journal, and other periodicals with other departments or getting commitments from staff persons to bring in personal copies. $500

Standard & Poor's Register of Corporations, Directors and Executives. Three volumes and supplements with information on corporations, officers and directors, and corporate family trees. $330

Taft Foundation Information System. Includes Taft Foundation Reporter, Foundation Updates (monthly), and Foundation Giving Watch (monthly periodical of foundation news, trends). $357 (includes shipping)

Who's Who in America, 43rd edition, 1984-85. $146.50 (includes shipping)

BIBLIOGRAPHY *

Helpful background information

Prospecting: Searching Out the Philanthropic Dollar. Elizabeth Koochoo. Taft Corporation, 5125 MacArthur Blvd., NW, Washington, DC 20016. 69 pp. plus Forms Kit, $21.95. Includes information on collecting research materials, organizing a record-keeping system, assessing donor potential, etc. The Forms Kit contains sample forms for donor records, prospect records, clipping files, corporate fact sheet, etc.

Free publications

Watch for announcement of free publications and free reprints in periodicals and advertisements.

Foundation annual reports. The Foundation Directory and other similar sources list foundations that publish and will send reports. Many of the larger foundations will continue to send reports, newsletters, and other materials free of charge.

Corporate annual reports. Request them directly from the company. You may also request 10K and proxy reports from the company. Most corporations continue to send the materials once you are on the mailing list.

Free or inexpensive materials from the Foundation Center

"Bibliography: Sources of Information on Grants to Individuals," compiled by Zeke Kilbride and Jane C. Malik.

"Directories of State and Local Grantmakers," a bibliography compiled by Lydia T. Motyka.

"Philanthropy & Fundraising: A Basic Guide," compiled by Donna V. Dunlop.

"Sources of Information for Preparing Foundation and Corporate Grant Proposals," a bibliography.

"Where to Go for Information on Foundation Funding: Reference Collections Operated by The Foundation Center and Cooperating Collections."

Corporate, foundation, and individual prospects

American Almanac of Jobs and Salaries. John W. Wright. Avon Books, Divn. of Hearst Corporation, 1790 Broadway, New York, NY 10019.

Annual Register of Grant Support, 18th edition, 1984-85. Marquis Who's Who, Inc., 200 East Ohio St., Chicago, IL 60611. 899 pp., $69.50. Includes details of the grant support programs of government agencies, public and private foundations, corporations, community trusts, unions, educational and professional

* Editions and prices current as of November, 1985.

associations, and special interest organizations. Covers a broad spectrum of interests including academic and scientific research, travel and exchange programs, publication support, equipment and construction grants, in-service training, and competitive awards and prizes in a variety of fields.

The Art of Winning Foundation Grants. Howard Hillman and Karin Abarbanel. Public Service Materials Center, 111 North Central Ave., Hartsdale, NY 10530, (914) 949-2242. $14. Includes initial research, how to decide which foundation to approach, how to write a proposal, etc.

Associates Program. The Foundation Center, 79 Fifth Ave., New York, NY 10003, (212) 620-4230 or (800) 424-9836. Annual fee of $300 entitles an Associate to toll-free telephone reference service, access to customized searches of the Foundation Center's computerized data bases, and billing privileges.

"Avoid Redundant Research: Trade Your Pencil and File for a Suit and a Smile." John A. Baird, Jr. CURRENTS, September 1982, p. 54. Some back issues of CURRENTS are available for $5 from CASE Publications Order Department, 80 S. Early St., Alexandria, VA 22304.

Becker Guide. Scholl Communications Inc., P.O. Box 560, Deerfield, IL 60015. 280 pp., $23.50. Information on 252 largest publicly held corporations and financial institutions in Chicago and northern Illinois.

The Big Foundations. Waldemar A. Nielsen. Columbia University Press, New York, NY. 1972. 447 pp., $14. Research on and analysis of the 33 largest foundations.

Biography and Genealogy Master Index. Gale Research Company, Book Tower, Detroit, MI 48226. 1980. 8 volumes, 6,000 pp., $900/set. Supplements for 1981-82, $325; 1983, $170; 1984, $160. 3.25 million citations to biographical articles appearing in over 350 contemporary who's whos and other biographies.

Boyd's City Dispatch, Upper Main Street, Box 849, Sharon, CT 06069, (203) 364-0614. Lists of "affluent individuals" (people with a net worth of $100,000 or more), including names and home addresses of owners and officers of businesses and of private individuals with known high-income investments (Cheshire labels, peel-off, magnetic tape, ZIP code sequence). Base price, $65/M; peel-off labels, $10/M; magnetic tape, $25/M. Standard lists in five working days; special compilations in three weeks. Phone numbers are additional $25 per 1,000.

"Building Gift Club Membership." Robert D. Sweeney. CURRENTS, November 1980, p. 16. Available from CASE Publications Order Department.

The Business Index. Information Access Corporation, 404 6th Ave., Menlo Park, CA 94025. Covers articles from over 800 publications. Excellent for researching recent articles about a business, person, or subject.

Business Week. 1221 Avenue of the Americas, New York, NY 10020. Annual subscription, $39.95.

Canadian Key Business Directory. Dun & Bradstreet, Inc., 99 Church St., New York, NY 10007, (212) 285-7000. 2-volume set, revised annually, $275.

CFAE Corporate Handbook, 1984 edition. Council for Financial Aid to Education, 680 Fifth Ave., New York, NY 10019, (212) 541-4050. $25 prepaid. Aid-to-education programs of leading companies, including administrators, total budgets, and allocations by program. Printed annually.

Chronicle of Higher Education. 1255 23rd St., NW, Washington, DC 20037. Annual subscription, $48 prepaid, $49 if billed.

Company Information: A Model Investigation, Edition II. Washington Researchers, Ltd., 2612 P St., NW, Washington, DC 20007, (202) 333-3499. 240 pp., $55.

The Complete Guide to Corporate Fund Raising. Joseph Dermer and Stephen Wertheimer, editors. Public Service Materials Center. $16.75.

Compmark Data Services, a derivative of Standard & Poor's Register of Corporations, Directors and Executives. Standard & Poor's Corporation, 25 Broadway, New York, NY 10004. Executive profiles. Minimum order, $300 ($60/M labels). Other services available.

COMSEARCH Printouts. The Foundation Center. $16.50 per category (paper); $6 per category (microfiche); $225 for complete set of 62 categories (microfiche). Includes information from The Foundation Grants Index by subject heading. Nine major subject headings: communications, education, health, cultural activities, population groups, science and technology, social sciences, welfare, and other. Also available in geographic categories. Special topics available. For more information, contact the Foundation Center.

Congressional Staff Directory. P.O. Box 62, Mount Vernon, VA 22121. Everything you always wanted to know about Washington! 1985 Congressional Staff Directory, 1985 Federal Staff Directory, 1985 C.S.D. Advance Locator. All three reports, $92.

Corporate 500: The Directory of Corporate Philanthropy, 1985. Public Management Institute, 358 Brannan St., San Francisco, CA 94107, (415) 896-1900. 886 pp., $245. Includes corporate profiles with emphasis on giving interests, guidelines, sample grants, etc.

Corporate Foundation Profiles. The Foundation Center. 512 pp., $50. Analyses of over 200 of the largest company-sponsored foundations (i.e., foundations with assets of $1 million plus or grants of $100,000 plus). Includes financial data, address and telephone number, officers, information about the parent company, sample grants, etc.

The Corporate Fund Raising Directory, 1985-86 edition. Public Service Materials Center. $65. Information on the giving policies of over 350 top corporations. Includes contact person, phone number, time for application, typical grants, etc.

Corporate Philanthropy: A Special Report of Foundation News. Council on Foundations, Inc., 1828 L St., NW, Suite 1200, Washington, DC 20036, (202) 466-6512. $15. A comprehensive report on the art of corporate philanthropy. Provides insight into the business of giving through the viewpoints, concerns, and policies of leading corporate executives, foundation directors, and others.

Corporate Report Fact Book, 1985 edition. Dorn Communications, Inc., 7831 E. Bush Lake Rd., Minneapolis, MN 55435-3875. $59, plus $3.54 state sales tax. Valuable data about companies located in the 9th Federal Reserve District, including publicly held companies, privately held companies, and regional branch operations.

Corporate Support of Higher Education. Council for Financial Aid to Education. $6. Based on an annual survey of corporate contributions by CFAE and the Conference Board. Reports on national trends in corporate giving to education by industry groups, marketing areas, and purpose. Earlier editions available.

Cumulative List of Charitable Organizations. IRS Publication 78 (updated annually). Superintendent of Documents, United States Government Printing Office, Washington, DC 20402. Subscription, $30.

Daily Stock Price Record. Standard & Poor's Corporation.

Dialog Information Services, Inc., 3460 Hillview Ave., Palo Alto, CA 94304, (800) 3DIALOG outside California, (800) 982-5838 inside California. On-line information service with over 200 data bases available. Material such as references to published and unpublished literature, the full text of articles, newswires, financial data, directory listings, and statistics, etc., may be accessed. Write for full list of data bases. Cost breakdown: user manual Guide to Dialog Searching, $50; 1-1/2 day system seminar, $145 per person; on-line rates vary from $5 to $16.50 for a typical 10-minute search, depending on data base.

Directory of Corporate Affiliations 1985: "Who Owns Whom," The Family Tree of Every Major Corporation in America. National Register Publishing Co., Inc., 3004 Glenview Road, Wilmette, IL 60092. $289 plus $7.35 handling. Includes companies listed on New York and American Stock Exchanges, the "Fortune 1000," and many privately owned or traded over-the-counter. Separately bound geographical and foreign index.

Directory of Directors in the City of New York and Tri-State Area, 1984. (Tri-state area includes New York, New Jersey, and Connecticut.) Directory of Directors Company, Inc., P.O. Box 462, Southport, CT 06490. 750 pp., $145. Alphabetical list of executives, directors, and trustees; alphabetical list of corporations and firms, including some nonprofit organizations.

Directory of Industry Data Sources, Edition II. Information Access Co., 11 Davis Dr., Belmont, CA 94002. 3 volumes covering U.S. and Canada. (Volumes also available covering Western Europe.) Sources of market information. Regularly $225, special price of $115 available for a limited time (includes shipping if prepaid).

Dun & Bradstreet Million Dollar Directory. Dun & Bradstreet, Inc. 3-volume set, revised annually, $995. Financial information, officers, and directors, etc., of most major businesses.

Dun & Bradstreet Reference Book of Corporate Managements. Dun & Bradstreet, Inc. 4-volume set, revised annually, $595. Information on officers and directors in 2,400 companies.

The F&S Index for the U.S. Predicasts F&S Index, 11001 Cedar Ave., Cleveland, OH 44106, (216) 795-3000, (800) 321-6388. $650 annually. Customized reader's guide to everything in print about a company or industry. In minutes you can track down years of magazine and news articles on a stock. Covers publications ranging from the big financial press to obscure industrial trade journals.

Find/SVP. Information Clearing House, Inc., 500 Fifth Ave., New York, NY 10110, (212) 354-2424. The Information Catalog (free publication) and industry market and company studies.

500 Ways for Small Charities to Raise Money. Phillip T. Drotning. Public Service Materials Center. $16. Particularly good for small operations where one person may be responsible for the full gamut of research and fund raising.

Forbes. 60 Fifth Ave., New York, NY 10011. Annual subscription, $42.

Fortune. 1271 Avenue of the Americas, New York, NY 10020. Annual subscription, $42.

The Foundation Center Source Book Profiles. The Foundation Center. Subscription fee, set of 500 (125 per quarter), $265. Previous sets may be ordered. Analyses of the largest foundations, including corporate and community foundations. Subscribers receive 125 profiles per quarter, along with revised indices by name, subject interest, geographic limitations, etc.

The Foundation Directory, 9th edition. The Foundation Center. 1983. 775 pp., $60. Information on foundations with assets in excess of $1 million or grants of $100,000 plus. 4,063 foundations included. Very basic information: name, address, giving interests, financial data, officers and directors, and grant application information. Indices by state and city locations, personnel, fields of interest.

Foundation Fundamentals: A Resource Guide for Grantseekers. The Foundation Center. $9.95. General background information: What foundations are; how to identify foundations interested in your organization; how to present your ideas to a foundation; etc.

The Foundation Grants Index Annual, 13th edition. The Foundation Center. 1984. $40. Published every June. Lists grants of $5,000 plus from about 500 foundations. Listed alphabetically by foundation and by state.

Foundation Grants to Individuals. The Foundation Center. 1984. $18. Descriptions of programs for individuals; covers about 950 foundations. Includes trustees and staff, sample grants, telephone numbers, etc.

Foundation News -- The Magazine of Philanthropy. Council on Foundations, Inc. Annual subscription, $24. A bimonthly periodical containing relevant articles.

Foundations that Send Their Annual Report -- Book Two. Public Service Materials Center. $8.95. Names and addresses of 472 large foundations (assets of $1 million plus; grants of $100,000 plus) that will send their annual reports on request at no charge.

Fund Raising Review. American Association of Fund-Raising Council, 25 West

43rd St., New York, NY 10036, (212) 354-5799. One-year subscription, including copies of Giving USA and Compilation of State Laws Regulating Charitable Solicitations, $49.50. Giving USA only, $25.

Funding Messenger. ARIS (Academic Research Information System, Inc.), The Redstone Bldg., 2940 16th St., Suite 314, San Francisco, CA 94103, (415) 558-8133. Medical Sciences Report ($145); Social and Natural Sciences Report ($145); Creative Arts and Humanities Report ($80). Prices are annual subscriptions. All three reports, $320; rates for individuals also available. Information about grants, contracts, fellowships, and scholarships in the arts, humanities, and sciences. Reports published 8 times per year, plus supplements to the science reports.

Gale Catalog for Managers and Administrators 1985. Gale Research Company. Covers Gale publications that are helpful in meeting the information needs of business executives, managers, and administrators. Included are standard Gale publications and new titles either recently published or scheduled for later publication.

Getting Grants. Craig W. Smith and Eric W. Skjei. Public Service Materials Center. $15. A guide to the grants system: how to find funders, write convincing proposals, and make your grants work.

Guide to Corporate Support of Graduate Education -- Fellowships, Post-Doctoral and Young-Faculty Grants, Employee Programs. Council for Financial Aid to Education. $7 prepaid.

Guidelines: How to Develop an Effective Program of Corporate Support for Higher Education. Council for Financ al Aid to Education. 1979. Includes discussions of a rationale for corpor te support of higher education; how to build a program of educational suppo' ; types of educational aid; etc.

Harris Michigan Industrial Yellow Pages Directory, 1985 edition. (Directories also available for Illinois, Indiana, Pennsylvania, and Ohio.) Harris Publishing Company, 2057-2 Aurora Rd., Twinsburg, OH 44087. 916 pp., $79.50. Information concerning 15,000 firms, 32,000 executives. Arranged alphabetically, geographically, by product, by Standard Industrial Classification (SIC), and statistically. Similar directories for over 30 states or geographical areas, varying in price from $12 up.

How to Develop and Administer a Corporate Scholarship Program. Council for Financial Aid to Education. 1975. 44 pp., $4 prepaid.

How to Find Information About Companies, Edition III. Washington Researchers, Ltd. 530 pp., $95.

How to Write Successful Foundation Presentations. Joseph Dermer. Public Service Materials Center. $11.50. Examples of actual grant-winning presentations.

Indiana Foundation Directory. P&H Central Research Systems, Inc., 320 North Meridian, Suite 511, Indianapolis, IN 46204, (317) 635-1400. $24.95 plus $1.50.

Indiana Manufacturers' Directory. Manufacturers' News, Inc., 4 East Huron St., Chicago, IL 60611. $88. Lists 24,325 executives with 9,211 firms. Directories also available for other states and Puerto Rico.

Indianapolis Book of Business Lists, 1986. Indianapolis Business Journal, 3500 DePau Rd., Suite 2070, Indianapolis, IN 46258, (317) 872-8101. Lists the top 50 corporations, companies, executives, etc., of Indianapolis. Published yearly.

The KRC Desk Book for Fund Raisers: With Model Forms and Records. Lisa Pulling. Public Service Materials Center. $42. How to conduct research for various kinds of campaigns.

Martindale-Hubbell Law Directory. P.O. Box 1001, Summit, NJ 07901.

Matching Gifts: Patterns and Practices in Corporate Matching-Gift Programs. Council for Financial Aid to Education. $5 prepaid. An overview of matching gift programs with details and variations on patterns of giving and program provisions.

Michigan Foundation Directory, 4th edition. Council of Michigan Foundations, P.O. Box 599, Grand Haven, MI 49417, (616) 842-7080. 1983. $15. Contact your regional Foundation Center library for information about a state foundation directory for your area.

Michigan Manufacturers' Directory. Manufacturers' News. $113.50. 3 tab-indexed sections including master geographical section, alphabetical section, and products sections. Lists over 16,000 manufacturers in 591 cities. Corporate name, subsidiaries, divisions, address, SIC, officers, employment, date established, telephone, branch plants, export information, square footage, and annual sales volume. Volumes for over 65 areas and states.

Moody's Industrial Manual. Moody's Investors Service, 99 Church St., New York, NY 10017. 2 volumes, $695. Historical background on corporations and their subsidiaries. Financial data. Acquisition information.

National Data Book, 10th edition, 1986. The Foundation Center. 2 volumes, $55. Very basic information on more than 22,000 foundations. Alphabetical and geographic volumes. Includes name, address, principal officers, financial data, and annual report information.

The New How to Raise Funds from Foundations, 3rd revised edition. Joseph Dermer. Public Service Materials Center. $11.50. New strategies and techniques in cultivation. A basic manual.

New Ways to Succeed with Foundations -- A Guide for the Reagan Years. Joseph Dermer. Public Service Materials Center. $19.50.

The 1983-84 Survey of Grant-Making Foundations. Public Service Materials Center. $15.95. This includes information on more than 1,000 foundations with assets of over $1 million or with grants in excess of $100,000. When to contact, whom to contact, where grants are given, special interests, etc.

Ohio Charitable Foundation Directory. 1986. $6. Lists all counties in

alphabetical order and includes all pertinent information on charitable foundations, including charitable license numbers. Contact the Attorney General's office, 30 East Broad St., Columbus, OH 43215.

Ohio Manufacturers' Directory. Manufacturers' News. $98. Lists 18,076 manufacturers and 42,000 executives.

Predicasts F&S Index of Corporate Change. Predicasts F&S Index. $225 annually. Can pilot you through years of organizational changes, such as joint ventures, bankruptcies, liquidations, subsidiary changes, reorganizations, and name changes.

The Proposal Writer's Swipe File: 15 Winning Fund-Raising Proposals. Jean Brodsky, editor. Taft Corporation. $16.95. Suggestions for title pages, budget layout, etc.

Quantus Compendium of Directors. PC Research Services, P.O. Box 1034, Traverse City, MI 49685-1034. 1986. Salary, stock holdings, directorships, etc. $265 to nonprofit organizations, $365 to others.

Raising Hell: A Citizens Guide to the Fine Art of Investigation. Dan Noyes. Mother Jones Magazine, 1663 Mission St., San Francisco, CA 94103. An investigator's handbook for uncovering corporate secrets, government lies, and other dirty tricks. $2.55, includes shipping.

The Rand McNally International Bankers Directory. Compiled semi-annually in June and December by Rand McNally & Company, Financial Publishing Division, P.O. Box 7600, Chicago, IL 60680, (312) 267-6868. Over 5,000 pp., 4-volume set; $175 single set, $135 per set annual subscription, $100 per set semi-annual subscription. Up-to-date information on 15,000 U.S. banks and 35,000 branches by state and city. Includes county, full legal title, address, ZIP code, phone, routing number in fractional form, officers and titles, branch locations with officers of condition, principal correspondent banks. Also 4,700 foreign banks with principal officers, address, cable, phone deposits, resources, capital. Supplement to every edition to keep current.

"Rating Your Prospects." Arthur C. Frantzreb. CURRENTS, March 1979, p. 25. Issue out of print.

"Records/Research for Major Gift Prospects." Rowena Zemel. CURRENTS, November 1975, p. 16. Issue out of print.

SEC Official Summary of Insider Transactions. Gives a monthly breakdown on officers and directors who have been buying and selling their own stock.

SEC Online, Inc., 202 E. 23rd St., New York, NY 10010, (212) 686-2650. On-line access, $9/hr. and up. This service makes available copies of 10-Ks and annual reports filed by Fortune 500 companies with the SEC. In April 1985, data base was expanded to include 10-Ks, annual reports, and other SEC filings on all New York Stock Exchange corporations.

Social Register 1984. Social Register Association, 381 Park Ave. South, New York, NY 10016. A listing of social registers for the country.

Social registers or blue books by state, area, or city (e.g. Walker's Manual, Inc., Michigan Social Register, also Colorado, western states).

Sorkins' Directory of Business and Government. Sorkins' Directories, Inc., 18281 Edison Ave., Suite 100, St. Louis, MO 63017. $95. Directories available for St. Louis, Boston, Dallas, Denver, Atlanta, Houston, Kansas City, and Philadelphia. Other cities coming.

Spectrum 5 Report. Computer Directions Advisors, Inc., 11501 Georgia Ave., Silver Spring, MD 20902-1975. 12 monthly issues at $375. Alphabetically lists all individuals, partnerships, and trusts that own 5 percent or more of any U.S. publicly held corporation. Reports are available for 10 different regions in computer printout form or on magnetic tape (compatible with almost all computers).

Standard & Poor's Register of Corporations, Directors and Executives. Standard & Poor's Corporation. 3 volumes and supplements, $330. Information on corporations, biographical data on officers and directors. Corporate "Family Tree" (Vol. III) makes it possible to determine who owns whom.

Standard & Poor's Security Dealers of North America, 1984. Standard & Poor's Corporation. 1447 pp., $260 full edition and 1985 spring update.

Surveying Institutional Constituencies. J. Bruce Francis, editor. New Directions for Institutional Advancement, no. 6. Jossey-Bass Inc., Publishers, 433 California St., San Francisco, CA 94104, (415) 433-1767. $9.95. Assesses the value of survey research in determining how students, alumni, community members, and others view the institution and its survey methods; suggests ways to make surveys efficient and effective.

Taft Corporate Information System. Taft Corporation. $347 plus $10 handling. Includes Corporate Giving Directory (contact person, sample grants, areas of interest, officers, application procedures, etc.), 600 pp.; Corporate Giving Profiles (profiles on corporate foundations, issued monthly); and Corporate Giving Watch (personnel changes, corporate earnings reports, acquisitions, etc.).

Taft Foundation Information System. Taft Corporation. $347 plus $10 handling. Includes Taft Foundation Reporter (containing financial data on major foundations, officers and directors, areas of interests, etc.); Foundation Updates (monthly periodical of foundation changes and major developments); and Foundation Giving Watch (monthly periodical of foundation news, trends).

The Taft Nonprofit Executive. Taft Corporation. 12 monthly issues, $77.

Trinet, Inc., 9 Campus Dr., Parsippany, NJ 07054-9998, (201) 267-3600. Three directories: The Top 1,500 Companies (sales ranging from $270 million to $84 billion), The Second 1,500 Companies (sales ranging from $104 million to $268 million), and The Top 1,500 Private Companies (sales ranging from $70 million to $12.7 billion). The first two directories list many private and foreign-owned companies not usually included. $175 each or all three for $395. Each includes company name, address, and phone number; SIC business codes; total sales; nature of ownership (public, private, or foreign); and total U.S. employment.

"Uncommon Methods of Prospect Research." Russell V. Kohr. CURRENTS, December 1975, p. 12. Issue out of print.

The Wall Street Journal. 22 Cortlandt St., New York, NY 10007. Annual subscription, $107.

Wall Street Journal Index. Index of articles by company, industry, topic, etc.

The Wall Street Transcript. Covers brokerage firm research reports, publishes text from newsletters, has regular interviews with security analysts and money managers, and indexes all mentions of stocks from previous issues.

Ward's Directory of 45,000 Private U.S. Companies. Information Access Co., 11 Davis Dr., Belmont, CA 94002, (415) 591-2333, (800) 227-8431. $350. Lists by ZIP code almost every corporation.

Where America's Large Foundations Make Their Grants, 1983-84 edition. Joseph Dermer, editor. Public Service Materials Center. $44.50. Lists of grants from more than 600 of the larger foundations (i.e., with assets of $10 million plus).

Who's Who Among Black Americans, 4th edition. Who's Who Among Black Americans, Inc., 721 N. McKinley Rd., Lake Forest, IL 60045.

Who's Who in America, 43rd edition, 1984-85 ($140 plus $6.50 shipping); Who's Who of American Women, 14th edition, Who's Who in the East, 20th edition, Who's Who in the West, 19th edition, and Who's Who in Finance and Industry, 23rd edition -- $99.50 each plus $4.50 shipping. Many other volumes treating special groups or areas. Marquis Who's Who, Inc., 200 East Ohio St., Chicago, IL 60611, (800) 428-3898 (in Indiana, call (317) 298-5483).

Alvin B. Zeller, Inc., 475 Park Ave. South, New York, NY 10016. Compiler of mailing lists. Businesses, executives, doctors, dentists, attorneys, accountants, teachers, engineers, churches, schools and colleges, hospitals and institutions, clubs, organizations, investors and contributors, students, farmers, government officials, and all residents for the entire U.S. with selections and refinements as needed. Pricing is per 1,000 names (usually $40/M or full list price when fewer than 1,000 names). Hundreds of lists in various formats.

Addresses

American Council on Education (ACE)
One Dupont Circle, Suite 800
Washington, DC 20036
(202) 939-9300

Boyd's City Dispatch (donor and other lists)
Upper Main St., Box 849
Sharon, CT 06069
(203) 364-0614

Council for Advancement and
Support of Education (CASE)
11 Dupont Circle, Suite 400
Washington, DC 20036
(202) 328-5900
For back issues of CURRENTS:
CASE Publications Order
Department
80 S. Early St.
Alexandria, VA 22304

Council for Financial Aid
to Education (CFAE)
680 Fifth Ave.
New York, NY 10019
(212) 541-4050

Council on Foundations
1828 L St. NW, Suite 1200
Washington, DC 20036
(202) 466-6512

Dialog Information
Services, Inc.
3460 Hillview Ave.
Palo Alto, CA 94304
(800) 227-1960; in California,
call (800) 982-5838

Disclosure, Inc.
161 William St.
New York, NY 10038
(212) 732-5964
Write for full information on
services. Paper reports, $.35
per page. Microfiche, $7.50
(up to 60 pages).

Dun & Bradstreet, Inc.
99 Church St.
New York, NY 10007
(212) 285-7000
For ordering directories,
(800) 526-0651.

The Foundation Center
79 Fifth Ave.
New York, NY 10003
(212) 620-4230

The Fund-Raising Institute
Box 365
Ambler, PA 19002-0365
(215) 975-1120

Gale Research Company
Book Tower
Detroit, Michigan 48226
(313) 961-2242

The Grantsmanship Center
1031 South Grand Ave.
Los Angeles, CA 90015
(213) 749-4721

Public Service Materials
Center
111 North Central Ave.
Hartsdale, NY 10530
(914) 949-2242

Resource Development, Inc.
(Planned Giving Research)
Three Corporate Square, Suite
3-100
Springfield, MO 65804
(417) 882-7777

Standard & Poor's Corporation
25 Broadway
New York, NY 10004
(800) 221-5277

Taft Corporation
5125 MacArthur Blvd., NW
Washington, DC 20016
(202) 966-7086